



STATE OF WASHINGTON
DEPARTMENT OF COMMUNITY,
TRADE AND ECONOMIC DEVELOPMENT

Drug Control and System Improvement Formula Grant Program

State Annual Report

February 2005

Juli Wilkerson
Director

Drug Control and System Improvement
Formula Grant Program
Annual Report

February 2005

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STATE ANNUAL REPORT

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EXECUTIVE SUMMARY

The July to June reporting cycle of this report corresponds with the primary grant cycle for the Bureau of Justice Assistance funding under the Edward Byrne Memorial Formula Grant Program within the state of Washington. During this period, five programs (comprised of 94 sub-grants) and four additional projects (comprised of one sub-grant each) were funded in Washington.

The primary programs reported are:

- Regional Narcotics Task Forces – 20 sub-grants
- WSP Task Force Participation – 1 sub-grant
- Drug Courts – 9 sub-grants
- Youth Violence Prevention and Intervention – 11 sub-grants
- Domestic Violence Legal Advocacy – 49 sub-grants

Separate programs/projects include:

- Criminal History Records Improvement Program – 1 sub-grant
- Defender Training Program – 1 sub-grant
- Tribal Law Enforcement Assistance – 5 sub-grants
- Crime Victims Advocacy – 1 sub-grant

These programs represent portions of several essential elements of the state's drug and violent crime control strategy. These elements include:

- Support to make law enforcement, the courts, and several prevention programs more effective through improving the completeness, timeliness, and accessibility to criminal history records.
- A balance of criminal justice programs, including law enforcement, prosecution, and defense.
- Providing alternatives to substance abuse and violence for at-risk youth.
- Intervention and treatment for individuals at the earliest feasible contact with the criminal justice system.
- Providing alternatives for offenders as they seek productive lives after release.

The success of these programs is, in part, evidenced by the accomplishments noted below:

- **The Criminal Justice in Washington State Report** is the first comprehensive description of the current structure and operations of that system. As there is no centralized state administration of the criminal justice programs in Washington State below the legislature, this report required collaboration of, and input from, forty-seven agencies and more than ninety-five individuals who represent and are knowledgeable of the state, federal and local agencies that make up Washington's

criminal justice system. These agencies are linked by a public policy-making structure that creates the common laws and procedures that define the criminal justice system and its operations.

- The Tribal/County Criminal Justice Summit convened in March 2004, addressed issues of joint concern to tribal and county law enforcement. The obstacles to tribal/county cross-commissioning and mutual aid agreements, collaborative operation of jails, and co-development of grants for law enforcement and fire fighting were the primary topics. In addressing each concern not only were the obstacles defined, but proven solutions were highlighted. A number of working groups were formed to explore the specific issues surrounding each tribal/county relationship and the mix of solutions that are most likely to advance their relationship.
- Promising Youth Violence Prevention and Intervention Projects included the School Juvenile Probation Liaison Project conducted jointly by the Benton-Franklin Counties Juvenile Justice Center and Pasco High School. This program selected at-risk youth already identified by the counties' juvenile authorities for enrollment in a school-based intervention classes and placement of a juvenile probation office at the school. The results are dramatic.

Incidence per student: <u>Control Measure</u>	<u>Enrolled Students</u>	<u>Control Group</u>	<u>Program Impact</u>
• School disciplinary actions	1.16	4.08	-72%
• New offenses	1.04	9.5	-89%
• Probation violations	1.12	3.5	-68%
• New Felonies	0.02	1.58	-95%

Critical elements of this program in include:

- No reduction in the probation officer's normal duties/functions;
 - Integration of the probation officer into the school staff;
 - Integration of the intervention classes into the students' class schedule; and
 - On-site control group.
- Narcotics Task Force Peer Review incorporates the critical elements of four drug enforcement evaluation protocols, and is conducted by the senior law enforcement officers of two different agencies as well as experienced drug unit supervisors and administrative staff. The purpose of the review is to access the comparative effectiveness of the task forces in terms of their productivity and impact on drug trafficking, ensure sound management, use of best practices, ensure accountability and reduce risk, and to obtain data to support funding decisions.

Key actions include:

- Every individual related to the oversight, management and operations of the selected task force is interviewed using a structured form;
- Each operational policy and procedure is reviewed against established ‘best practices’; and
- Performance data is analyzed on a per officer and a counties-like-us basis.

Each peer review requires a half-day of orientation and briefing for the reviewers, and two full-days for interviews and document review. This period excluded the analysis of each reviewer’s notes, statistical analysis, and preparation of the individual task force report.

During the 2003-2004 award period four task force reviews were conducted, starting with those task forces identified as being most at-risk by the funding application rating panel. Beyond the individual findings and recommendations summarized in the four review executive summaries, there are several aspects to note about the review process:

- Half of the individuals taking part in the review process requested to do so again for their own professional development;
 - Reviewers have requested early review of their own agencies’ task forces; and
 - Both the best practices and negative findings identified in the reviews have been repeatedly requested by other task forces for internal use in self-assessment and improvement efforts.
- Cornerstone for the state’s drug interdiction efforts - Forty-nine percent of the state’s drug-dedicated law enforcement officers are part of the state’s regional task force program. In rural portions of the state, this program provides 78 percent of the state’s dedicated drug interdiction law enforcement, and 91 percent of the drug investigation and arrests above the street level.
 - Since 1990, no drug case has been dismissed due to lack of resources within the legal system to handle the case in a timely manner.
 - Livescan fingerprint identification and on-line access to the state repository are in place in each county’s primary jail facility. Secondary facilities are now being scheduled for Livescan receipt.

SECTION I

INTRODUCTION

OVERVIEW OF PROGRAMS—LINKAGES TO THE STATE STRATEGY

The drug control strategy of Washington State is a collection of coordinated and inter-dependent strategies, reflecting various disciplines, implementing agencies, and funding sources.

Of the large number of programs and agencies included within our strategy, only a few receive Bureau of Justice Assistance (BJA) funds, and are subsequently included in this report. To a large extent, the programs shown here reflect only the delivery of services beyond local/state resources and/or programs that complete or complement previously existing efforts.

Considerable effort has been made to dedicate BJA funds to interdiction and related programs, and to those prevention and intervention programs in which law enforcement has a strong interest. There are two primary reasons for this effort: first, there is a comparatively small amount of federal funding available within the state to meet the large number of unaddressed interdiction and related needs; and second, spreading the funding too far tends to dilute its impact.

The programs funded under the Drug Control and System Improvement Formula Grant Program include:

Prevention and Intervention

Domestic Violence Legal Advocacy

This program is designed to provide assistance to victims of domestic violence and their families in obtaining legal services and protection through a series of local, non-profit organizations. Local courts and police are strong supporters of this program. It is virtually the only method of providing support to battered women or abused individuals that is specifically suited to their needs. The non-profit service-delivery portion of this program is supported by a training component, designed to orient law enforcement and the courts to the unique needs of the abused and the best ways of addressing those needs.

Youth Violence Prevention and Intervention

This program has several related projects designed to prevent youth from joining gangs or engaging in violent activities. The program provides alternatives to gang activities and creates a support system for youth who have been, or are at-risk of becoming, involved in violent activities. These projects are conducted in conjunction with a number of state-funded youth violence reduction projects.

Crime Victims Advocacy

This project sought to provide victims of crime with access to the protections of the legal system, ensuring that their concerns are addressed as part of sentencing (when appropriate).

Law Enforcement

Regional Narcotics Task Forces

Multi-jurisdictional task forces consist of local law-enforcement agencies that coordinate on a regional basis to investigate and interdict mid- to upper-level narcotics traffickers.

Washington State Patrol Task Force Participation

The assignment of Washington State Patrol officers to participate in regional narcotics task forces significantly enhances the regional efforts through a number of methods. These methods include: continuation of investigative capacity, reduction of training times during personnel rotation, coordination of resources, increased support between agencies throughout the state, and centralized support of local needs and policy.

Tribal Law Enforcement Assistance Program

This program is designed to allow tribal law enforcement to identify and address their most urgent drug and violent crime concerns in the manner most appropriate to their situation. Typically, this involves: recruitment and training of new officers, community mobilization, and cooperation with regional narcotics task forces.

Judicial System

Defender Training Program

The goal of this program is to promote high quality representation for clients with special needs; e.g., those who require special attention due to mental or physical disabilities, health problems, language or cultural issues, or extreme age or youth. Issue and best practice identification, training, and technical assistance are the key elements of this program.

Drug Courts

This program serves ten mid-sized court systems, serving as start-up funding within new and expanding courts. The drug courts provide appropriate alternative sentences to non-violent offenders when the offender and society can be best served by a sentence other than incarceration. The sentences usually include substance abuse treatment, but may include access to a wide variety of other services and activities.

Criminal History

Criminal History Records Improvement Program

This program is a portion of the overall program of updating and automating the maintenance of, and access to, criminal history records of all law enforcement and criminal justice agencies within the state. This program is intended to improve the capacity of all criminal justice agencies to rapidly identify the criminal history of individuals in order to facilitate appropriate investigation, detention, prosecution, sentencing, parole and/or licensing of individuals.

SUMMARY OF PROGRAM COORDINATION EFFORTS AND ACTIVITIES *

Programs are recommended for funding by the Byrne Grant Advisory Committee. This committee has a diverse membership representing all elements of the criminal justice system, as well as treatment and intervention disciplines. Several members of this committee are also either members of the Governor's Council on Substance Abuse and/or the Statewide Law and Justice Advisory Committee. Most members also serve on other decision-making boards and committees at the state, regional, or local level. This overlapping membership allows the Byrne Grant Advisory Committee to consider both the state's cumulative drug and violent crime strategy issues from the local and state levels, and still apply the intent and restrictions of the Byrne Grant to its specific recommendations.

The Byrne Grant Committee program and funding recommendations are forwarded to the governor, and through committee membership and staff to the legislature.

After program authorization by the legislature, ad hoc or separate advisory groups provide the review of new individual applications and on-going program implementation and development. Advisory groups support the following programs:

<u>Program</u>	<u>Advisory/Coordination Group(s)</u>
Youth Violence Prevention and Intervention	Stop Youth Violence Advisory Committee
Regional Narcotics Task Forces & WSP Task Force Participation	Peer Review Advisory Committee (Chief executive officers of key law enforcement agencies)
Criminal History Records Improvement Program	Washington Integrated Justice Information Board

* The coordination efforts for the funding and programs supported under the DCSI formula grant are a portion of the overall state effort which, in concept, follows the diverse interest and overlapping membership reflected above. Joint funding is accomplished at the state and interagency level and is present in the Drug Prosecution Assistance Program, Youth Violence Prevention and Intervention Program, and Criminal History Records Improvement Programs.

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SECTION II

EVALUATION

EVALUATION PLAN

The Department of Community, Trade and Economic Development, as the state-administering agency, opted to concentrate its evaluation efforts on the status of the state, the Youth violence Prevention and Intervention Program, and the development of assessment criteria for the Narcotics Task Force program.

Recently completed evaluations:

- Criminal Justice in Washington State. Dated November 2004.
- Youth Violence Prevention and Intervention: Cross-Site Evaluation, 2003-2004. Dated November 2004.
- Byrne Grant Narcotics Task Forces: Peer Review Project, Columbia River Drug Task Force, Wenatchee, Washington. Dated June 24, 2004.
- Byrne Grant Narcotics Task Forces: Peer Review Project, Unified Narcotics Enforcement Team, Lewis County, Washington. Dated August 2004
- Byrne Grant Narcotics Task Forces: Peer Review Project, Valley Narcotics Enforcement Team, Kent, Washington. Dated September 28, 2004.
- Byrne Grant Narcotics Task Forces: Peer Review Project, North-Central Washington Drug Task Force, Okanogan, Washington. Dated October 26, 2004.

The Executive Overview of these evaluations may be found on the following pages:

• Criminal Justice in Washington State	7
• Youth Violence Prevention and Intervention	11
• Byrne Grant Narcotics Task Forces: Peer Review Projects:	
▪ Unified Narcotics Enforcement Team, Lewis County, Washington	21
▪ Valley Narcotics Enforcement Team, Kent, Washington	29
▪ Columbia River Drug Task Force, Wenatchee, Washington	37
▪ North-Central Washington Drug Task Force, Okanogan, Washington	45

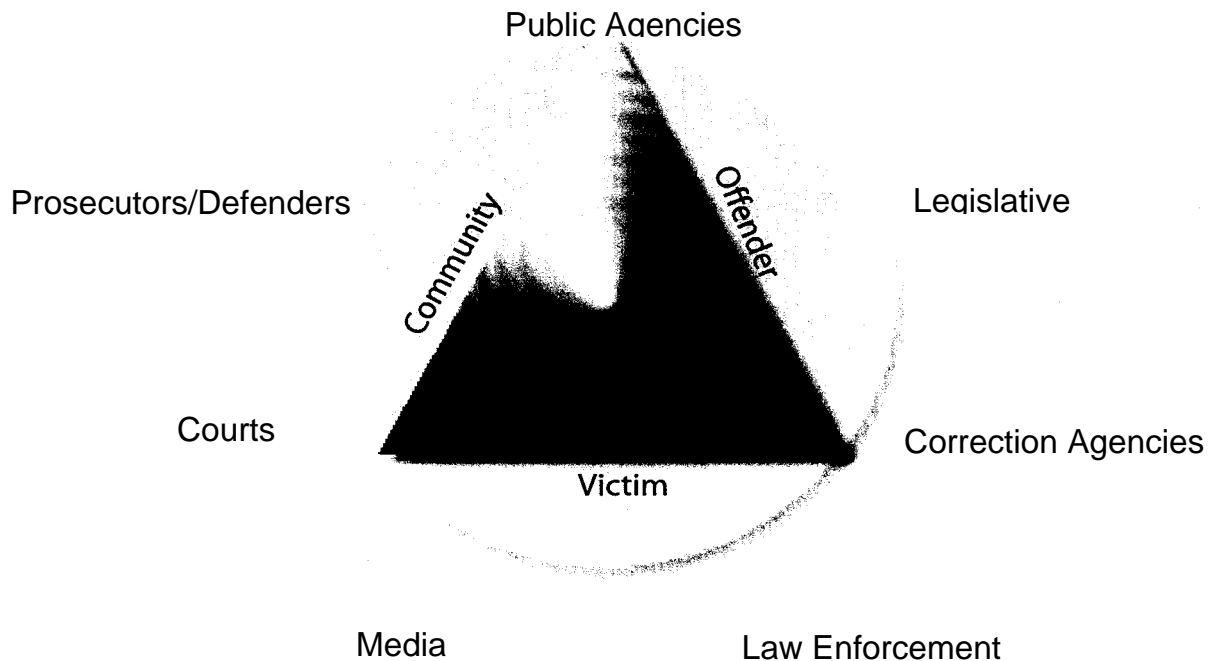
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STATE OF WASHINGTON
DEPARTMENT OF COMMUNITY,
TRADE AND ECONOMIC DEVELOPMENT

Criminal Justice In Washington State

November 2004



Juli Wilkerson
Director

Full report may be found at:

<http://www.cted.wa.gov/DesktopModules/Documents/ViewDocument.aspx?DocumentID=1972>

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EXECUTIVE SUMMARY

Criminal Justice in Washington State was developed and written as a project of Washington State's Byrne Grant Committee. Grant #2003-DB-BX-0243, awarded to the state of Washington by the Bureau of Justice Programs, U.S. Department of Justice, supports Byrne grant programs and activities. The Washington State Department of Community, Trade and Economic Development (CTED) is the state's administrative agency for the Byrne Grant in Washington State.

There is no centralized state administration of criminal justice programs in Washington State. However, the state, federal and local agencies that make up Washington's criminal justice system are linked by a public policy-making structure that creates the common laws and procedures that define the criminal justice system and its operation. This report provides a comprehensive description of the current structure and operation of that system.

The Byrne Grant Committee is made up of criminal justice and victim advocacy professionals who advise CTED on the best use for Byrne grant funds by:

- Developing a statewide strategy for use of Byrne Grant funds which includes an assessment of drug and violent crime problems in the state, analysis of the effectiveness of current efforts, and a plan of action for addressing the problems;
- Providing advice and counsel regarding the development and administration of the Byrne Program; and
- Making funding recommendations to CTED for appropriate programs to reduce violence and drug-related crimes in Washington State.

In Washington State, Byrne grant funding currently supports a variety of strategies to reduce drug and violent crime, including multi-jurisdictional narcotics task forces, youth violence prevention, the Governor's Council on Substance Abuse, drug courts, criminal history records, training for defenders, domestic violence legal advocacy, crime victims' advocacy, and tribal law enforcement.

The primary purpose of this report is to provide a full description of the operation of Washington's criminal justice system to provide a foundation for future planning to assess criminal justice system needs and to develop recommendations for public policy action to reduce the impact of drug and violent crime.

This report includes descriptions of the key components of Washington's criminal justice system including services to Offenders and Victims, Courts, Defenders, Prosecutors, Corrections, and the financing of criminal justice system.

Readers of the report will discover some interesting facts about drugs and violent crime in Washington State, including the following:

- For every 100 crimes reported in Washington State, there are 29 arrests, which will result in six felony convictions.

- Washington Institute for Public Policy research showed a drop of two to four percent in crime for every 10 percent increase in incarceration between 1980 and 2001.
- Between 1980 and 2000 the state's population increased by 42 percent. The number of felony sentences increased by 150 percent over the same time period.
- One out of every 100 males ages 18 to 39 is incarcerated in a Department of Corrections facility. Washington is the only state that uses determinate sentencing for juveniles and was one of the first states to adopt determinate sentencing for adults.
- The Department of Corrections supervises 16,000 offenders in correctional facilities and oversees an average of 65,000 felony offenders completing sentences in the community.
- On an average day in 2001, Washington's juvenile justice system oversaw 13,646 youth. Of those, 11,604 were supervised at the local level.
- Between July 2001 and June 2002 domestic violence shelters in Washington State provided services to 25,574 adults and children. Another 34,813 people seeking shelter services were turned away because of lack of space.
- The national average for the number of sworn law enforcement officers is 157 per 100,000 residents. Washington State ranks 48th among all states for the number of local law enforcement officers, averaging 98 per 100,000 residents.
- In 1999, expenditures for law and justice costs by Washington's state and local governments was \$418 per capita, ranking 22nd in comparison with other states. The national average is \$442.
- Washington State ranks last among all states in the funding provided for the state's court system. Local governments provide 85 percent of the funding dedicated to courts in Washington.



STATE OF WASHINGTON
DEPARTMENT OF COMMUNITY,
TRADE AND ECONOMIC DEVELOPMENT

Youth Violence Prevention and Intervention:

Cross-Site Evaluation
2003-2004 Program Year

January 2004

Juli Wilkerson
Director

Full report may be found at:

<http://qa.cted.wa.gov/DesktopModules/CTEDPublications/CTEDPublicationsView.aspx?tabID=0&alias=CTED&lang=en&ItemID=1677&Mid=443&wversion=Staging>

FUNDING ACKNOWLEDGMENT

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Final Report

CROSS-SITE EVALUATION
2003 – 2004 Program Year

THE FEDERAL BYRNE GRANT
YOUTH VIOLENCE PREVENTION AND INTERVENTION PROGRAM

Program Sponsor:
The Governor's Juvenile Justice Advisory Committee
Olympia, Washington

Study Conducted by:
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November 2004

Executive Summary

Federal Byrne Youth Violence Prevention and Intervention Program Grant

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Cross-Site Evaluation Results 2003 – 2004 Program Year

By Ernst W. Stromsdorfer, Ph.D.

General Background

In 1999, the Washington State Legislature gave the Governor's Juvenile Justice Advisory Committee (GJJAC) the responsibility to administer the federal Byrne Youth Violence Prevention and Intervention Program (YVPIP) grant. The Byrne YVPIP program provides federal grant funds to community-based prevention and intervention projects that are designed to prevent and reduce youth violence and aggressive behavior.

The Byrne Grant YVPIP has two objectives:

- To reduce risk factors in the lives of children and youth, factors which make them vulnerable to engaging in violent behavior; and
- To support communities in their efforts to create locally driven and locally designed solutions that meet the needs of those communities to reduce juvenile violence and aggressive behavior.

From July 1, 2003 through June 30, 2004, the GJJAC awarded grants to 11 projects. Six of these projects comprise this study.

Each of the six projects delivers a mix of counseling, social, legal, and educational services that are designed to benefit youth in different life situations and at different stages of their development. The relative mix of these four broad types of services varies among the projects. This relative mix reflects the perceived needs of the targeted youth in each project. Thus, the North Thurston School District, *Kids First! Families and Children TOGETHER* delivers in-home child mentoring and family counseling with respect to a child's early primary school education and acculturation as well as parenting skills as the dominant set of services. In contrast, the teenage youth in the Snohomish County *TeamChild*—Snohomish County project receive wide-ranging legal assistance to address juvenile justice issues, diverse school and educational needs, housing needs, and physical and mental medical care.

The six projects are grouped into two types:

Three projects focused on youth in school:

- Adams County Community Network. "Prevent Juvenile Violence Project"
- North Thurston Public Schools. "*Kids FIRST! Family and School TOGETHER*"
- Pierce County Juvenile Court. "School Violence Reduction Program"

Three projects focused on incarcerated youth or youth needing legal-social services:

- Museum of Glass. “The Remann Hall Women’s Project”
- Snohomish County. “*TeamChild*-Snohomish County Project”
- Spokane County. “Equal Justice Project”

The three projects that focus on youth in school are assessed via three psychometric behavioral scales, using a pre-post evaluation design. The scales are:

- Aggression/Violence
- Pro-social Interpersonal Relations and Behavior
- School Behavior

The three projects that focus on incarcerated youth or youth needing legal and social services are assessed with respect to the average youth’s probability of re-contact with the juvenile justice system, using data from the JUVIS data-file.

The total of 591 youth in the six projects in the 2003 – 2004 program year had the following characteristics:

Age

- 43.6% were 14 – 16
- 21.2% were 10 –13
- 16.8% were 17 or older
- 12.5% were 9 or younger
- 5.9% Missing data

Gender

- 42.8% were males
- 55.5% were females
- 1.5% Missing data

Race/Ethnicity

- 40.3% were White
- 16.6% were Hispanic
- 14.2% were more than one race or ethnicity
- 14.0% were African American
- 10.5% were Native American
- 2.7% were Asian/Pacific Islander
- 1.5% Missing data

The total of 172 youth in the school-based projects in the 2003 – 2004 program year had the following characteristics:

Family Background

- 38.0% lived with both biological parents
- 27.5% lived with a single parent
- 19.3% had other living arrangements
- 11.7% lived with one biological parent and a stepparent
- 3.5% Missing data

Educational Level

- 58.5% were in elementary school
- 38.6% were in middle school
- 1.8% were in high school
- 1.2% Missing data

Arrest History

- 59.8% had no record of prior arrests
- 2.4% were arrested and convicted at least once
- 33.7% Missing data
- 4.1% were arrested but not convicted

Findings for the Three Projects That Focused on Youth in School

- **Aggressive and violent behavior** was reduced an average of 19.8% across the three projects
- **Pro-social interpersonal relations and behavior** was improved an average of 10.8% across the three projects.
- **Pro-social school behavior** was improved an average of 13.6% across the three projects.
- **Overall behavior** improved by 14.7% when the results from the three scales were combined.
- **Percent of Youth Who Received Services for the Three Projects That Focused on Youth in School:**
 - 26.1% - Individual counseling
 - 24.2% - Academic tutoring
 - 11.9% - Recreational and social activities
 - 10.7% - Social and life skills training
 - 10.2% - Mentoring
 - 8.7% - Anger management training
 - 3.6% - Disciplinary incidents, either debriefing or counseling
 - 1.7% - Mental health services
 - 1.4% - Social support group
 - .08% - Substance abuse treatment

Findings for the Three Projects That Focused on Incarcerated Youth or Youth Needing Legal or Social Services—Odds Ratio Estimates of Recidivism to the Juvenile Justice System¹

Project Name	Recidivism to the Juvenile Justice System after Project Exit ²		
	Within Six Months	Within Twelve Months	Within Eighteen Months
Remann Hall Women's Project –Museum of Glass	No program effect	No program effect	Not estimated, No data
TeamChild-Snohomish County	- 3.94****	- 1.67*	No program effect
Spokane-Equal Justice Project	No program effect	No program effect	2.61**

- **For Remann Hall Women's Project**, there is no statistically significant program effect when recidivism is viewed six months and 12 months post-program. Data is not available for 18 months post-program.
- **For TeamChild**, at six months post-program, the project participants are almost four times *less likely* to be a recidivist; at 12 months, they are about 1.7 times *less likely* to be a recidivist; at 18 months post-program, there is no statistically significant difference between the TeamChild participants and the matched comparison group.
- **For the Equal Justice Project**, there is no statistically significant project effect at six and 12 months post-program. At 18 months, the Equal Justice youths actually are 2.6 times more likely than the comparison group to become a recidivist. This may to be an anomalous result, but it is statistically significant within conventional levels of statistical probability

Average project costs, per enrolled targeted youth, for the six projects were \$1,222per program year. Program costs varied by level of services and type of project.

- Average project costs, per enrolled targeted youth, for the three projects focused on youth in school were \$1,910 per program year.
- Average project costs, per enrolled targeted youth, for the three projects focused on incarcerated youth or youth needing legal or other social services were \$883 per program year.

Cost-Effectiveness Results

- For the three projects focused on youth in school, an average expenditure of \$1,910 per youth over a program year resulted in a net improvement of behavior as measured by the psychometric scales of 14.7%. The cost-effectiveness ratio is: 14.7% / \$1,910.

¹ Recidivism is defined as an offense by a youth that results in adjudication with the Juvenile Court System.

²*= Statistically significant at a probability level of .10, Wald Chi-square test.

** = Statistically significant at a probability level of .05, Wald Chi-square test.

**** = Statistically significant at a probability level of .001, Wald Chi-square test.

- | | | |
|---|---|-------------------|
| ○ | Remann Hall Women's Project-Museum of Glass | No effect / \$796 |
| ○ | <i>TeamChild</i> -Snohomish County: | - 3.94 / \$1,077 |
| ○ | <i>Equal Justice Project</i> -Spokane | No effect / \$928 |

For TeamChild, an average investment per participant of \$1,077 reduced recidivism by almost four times, six months post-program.

Discussion, Conclusion, and Recommendations

Among the Byrne projects, there is wide variation in the youth targeted both in terms of age and of the seriousness of their aggressive and violent behavior. There is also wide substantive variation in the types of activities and services offered to these youth.²

The Byrne YVIP projects that focused on youth in school largely adopted counseling and pedagogical methods that have been field tested for a number of years, such as *The Incredible Years Social Skills Child Training Program*, *Functional Family Therapy*, and *Aggression Replacement Training*. As a group, these three projects appear to be affecting the behavior of their target group in a positive manner. There is some evidence that the Adams County Community Network, “Prevent Juvenile Violence Project,” may have relatively larger impacts than the other two projects in this group. A possible reason is that the Adams County project has a very diverse, yet focused, set of services and activities that it provides to its youth target group in relatively high intensity over the entire school year compared to the other two projects.

The Byrne YVIP projects that focused on incarcerated youth or youth needing legal or social services offer two distinctly different approaches to reducing risk factors that contribute to violence and dysfunctional behavior, on the one hand, and protective factors that reduce violent and dysfunctional behavior on the other.

- Incarcerated young girls with extensive prior criminal histories at Remann Hall were provided a variant of the *Arts-in-Correction* program first tested by the California Department of Corrections. No post-program effect on recidivism could be determined with the available data, although a reduction of violent and aggressive behavior while in the project and while incarcerated is asserted to have occurred by an independent evaluator. This type of program model can and should be tested more rigorously for both its in-program and after-program effects on behavior.
- The *TeamChild* results are as one might expect for a well-managed project that seeks actively to provide social justice and social services to the youth it serves. The result for the Equal Justice Project is accepted conditional to additional research, but the result for 18 months post-program appears anomalous.

²Byrne YVIP projects, their youth target groups, and their project objectives and services delivered to their youth are described in detail in Volume 2 of this report.

A Final Word. It is apparent that well-managed projects, regardless of the youth they serve and the activities and services they provide, have a much better chance of improving the behavior of these youth. The ability of the managers of a project to coordinate and collaborate with other social service providers in their area appears to be a crucial factor in the overall success of a project. Programs that deliver a mix of services on a regular basis over a length of time, such as the project in Adams County, may have a better chance of successfully achieving their goals. Poor management and poor coordination, even among projects characterized by serious, dedicated persons, damaged the performance of projects in this year of the Byrne program.



STATE OF WASHINGTON
DEPARTMENT OF COMMUNITY,
TRADE AND ECONOMIC DEVELOPMENT

Byrne Grant Narcotics Task Forces: Peer Review Project

Unified Narcotics Enforcement Team
Lewis County, Washington

August 2004



Juli Wilkerson
Director

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EXECUTIVE SUMMARY

The Bureau of Justice Assistance (BJA) under the Edward Byrne Memorial Formula Grant Program within the state of Washington has annually funded the Multi-Jurisdictional Narcotics Task Forces Program. The Department of Justice required that each state designate a State Administering Agency (SAA) for the Byrne Grant. Governor Booth Gardner designated the Department of Community Development (Department of Community, Trade and Economic Development) as the SAA. The first multi-jurisdictional narcotics task forces were created in 1988. Since then, the number of task forces has grown from 11 to the current 20 task forces funded by the Byrne Grant. Support for drug prosecutors in the state also started in 1988 with the creation of the Statewide Drug Prosecution Assistance Program. The Bureau of Justice Assistance made funding available for prosecutors working with multi-jurisdictional narcotics task forces in 1989. Prosecutor support terminated in 1994, due to the BJA 48-Month Rule. In 1995, funding of prosecutors dedicated to support the task forces was added directly to twelve of the task force grants. The total Byrne Grant award for the state fiscal year beginning July 1, 2003 was \$10,180,796. Of that amount, the state legislature authorized \$3,760,853 for task force and prosecution support.

In May of 2003, the Department of Community, Trade and Economic Development (CTED) convened a committee of stakeholders to review task force applications for FY 2004 funding. During an evaluation of the application submitted by UNET, the committee noted an overall decline in performance and lack of focus on drug-trafficking organizations, despite the fact that area has been designated a HIDTA county because of its proximity to Thurston County and position along the I-5 trafficking corridor. The committee recommended that CTED require UNET to merge with the more successful Thurston County Narcotics Task Force (TNT) or be de-funded. However, when presented with the recommendation, the executive boards of both UNET and TNT rejected any notion of merger and asked for reconsideration. CTED then retracted the requirement to merge and agreed to re-fund UNET provided (1) their application met the minimum requirements, and (2) the executive board of UNET agreed to participate in a Peer Review of the task force and to correct any critical deficiencies identified by the review team. The executive board agreed and UNET was subsequently refunded. Peer Review was tentatively scheduled for early 2004.

Peer Review was developed by CTED as a process to (1) assess the comparative effectiveness of task forces in terms of their productivity and impact on drug trafficking in their respective areas; (2) ensure their use of sound management practices, policies, and procedures; and (3) ensure compliance with grant requirements. The goals of Peer Review are to stimulate a greater focus on accountability and risk management by task force supervisors, managers, and executives; and to obtain accurate data to support future funding decisions. Byrne-funded task forces are a critical element of not only the

Washington State Drug Enforcement Strategy, but of the National Strategy. Ultimately, Peer Review is intended to help task forces become more effective and to remain free of corruption.

Peer Review teams consist of executives, managers, supervisors, and administrative staff from other task forces, the Washington State Patrol, and the Northwest HIDTA. A representative from the CTED, the state-administering agency for the Edward Byrne Memorial Formula Grant, coordinates their efforts. Team tasks include conducting structured interviews with key personnel associated with the task force, including law enforcement executives, prosecutors, commanders, supervisors, detectives, and administrative staff. They review task force documents such as case reports, intelligence and informant files, documents tracking the expenditure of confidential funds, and evidence reports. They also inspect facilities and equipment to assess security of personnel and property. At the conclusion of the review, team members confer and develop consensus on critical issues. Prior to departure, the Coordinator conducts an exit interview with the Executive Board to provide a summary of preliminary findings and possible recommendations the team may make. Ultimately, each team member submits the results of his or her review to the coordinator who synthesizes the information into a draft report. Before publication, the report is redistributed to team members for final comments.

The standards applied to this process are the Critical Elements of Successful Task Forces published by the U. S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance (Appendix A), and those best practices in drug task force management and operations as identified by the BJA Center for Task Force Training. Other sources were the U.S. Drug Enforcement Administration Basic Agent Training Manual, Washington State Patrol Narcotics Section Manual, and the California Bureau of Narcotics Task Force Manual.

The UNET Peer Review began the morning of March 2, 2004 with interviews of task force and executive personnel. Generally, all participating agencies and their staff were open and cooperative with the Peer Review team. By outward appearances, UNET appeared to be operational in that personnel were actively pursuing casework and various administrative duties. However, the Peer Review team identified several critical issues that became thematic in the events to follow. First there was an air of frustration among some board members as to the level of communication and equality of representation. Relationships between executives seemed cordial but superficial, belying strong parochial attitudes. During interviews, two executives strongly objected to the federal mandate that Byrne funded task forces work mid- to upper-level drug trafficking organizations. They insisted the requirement is inflexible in that it does not allow the participants to use the task force as a resource to work the real drug problems in Lewis County, which are street-level trafficking and small, clandestine, methamphetamine labs. Conversely, detectives complained that they were frequently being redirected by their parent agencies to street-level enforcement missions, contrary to the task force mandate as it has been explained to them at various CTED sponsored task force training sessions.

Compounding the communication problem at the executive level was the fact that for the past several years, two board members were deputy chiefs in “acting” or interim chief positions. Neither had deputy chiefs to assist in the command of their respective agencies. The interim chief of the Centralia Police Department had the added responsibility of being the task force commander. The review team sensed that because of his workload, command of the task force was, to a large degree, abdicated to the task force supervisor. A new Centralia Police Chief has since been selected and is in place. The other interim position will be replaced in July 2004. Whether it will be by another interim position or a permanent chief remains to be seen.

The following recommendations pre-suppose that the task force Executive Board still perceives the task force to be a viable enforcement tool worthy of the effort it will take to address the critical issues and provide the leadership, mission, and focus that is required of the grant while finding other ways to focus resources on the street-level drug issue. That may not be the case. A patrol sergeant from the sheriff’s office has been designated to supervise the task force. However, he is part-time, dividing his time between the task force and a street crimes unit comprised of uniformed deputies. While this situation may improve communication between these two units, multi-agency drug task forces are high-risk endeavors and require full-time supervision. Full-time supervision is also a minimum model requirement for Byrne funding. The success or failure of the board to manage competing interests and issues will be gauged by task force performance. Failure to achieve Byrne grant objectives will indicate either (1) organized crime is not a serious issue in Lewis County or (2) the board has re-prioritized the mission of the task force from mid- to upper-level drug trafficking organizations to street crime. In either case, Byrne funding would be withdrawn.

Summary of Recommendations Requiring Response:

These recommendations address current policies and/or practices that, unless addressed immediately, will continue to seriously diminish the safety and security of personnel, and/or the ability of the task force and the State Administering Agency to accomplish their respective missions. Within 60 days of the date of this report, the task force is required to submit a response indicating what corrective action was taken, or a plan for anticipated compliance. In the absence of that response, funding may not continue.

1. The Executive Board must strive to work as a team, setting aside turf issues, and consider each person as an equal vote when making board decisions.
2. The Executive Board must develop in writing a mission, goals, priorities, and direction for the task force.
3. Assign a full-time supervisor to the task force.
4. Conduct a full audit of PE/PI funds.

5. Amend policy and procedures to clearly define duties, responsibilities, and expectations of the task force supervisor, commander, and Executive Board members. Meeting agenda and minutes should regularly include personnel, financial, and grant issues, in addition to performance reports.
6. Amend policy and procedures to require periodic and unannounced audits by supervisors and commanders of task force informant files, PE/PI expenditures, investigative expense funds, case files, and personnel performance records; and that the results of such audits are reported to the Board.
7. Revise policy and procedures to require written operations plans for all critical events, and a document retention plan.
8. Revise policy and procedures to include a detailed document retention schedule.
9. Provide a plan that ensures task force staff responsible for recording task force activity in the Byrne Reporting System thoroughly understand and are proficient in data-entry procedures.
10. Update all formal agreements and ensure that all participating or supporting agencies are covered within such agreements.
11. Revise policies and procedures to incorporate a training plan requiring that personnel receive a specific course or courses of related training either before their date of assignment to the task force, or within a reasonable time thereafter. The plan should include (a) basic agent school for all investigators; (b) drug unit commanders training for supervisors and commanders; and (c) field training for new investigators. It should also provide for periodic unit training and in-service training for all personnel in advanced investigative techniques and task force operations. Maintain accurate records of training.
12. Revise policy and procedure to reinforce the prosecutor's responsibility to report disposition of criminal cases promptly to the task force for inclusion in performance reports.
13. Revise policy and procedure to require submission of WSIN Subject cards whenever the "reasonable suspicion" or "criminal" predicate is established.
14. Conduct a thorough analysis of administrative processes, to include individual tasks and responsibilities, workload, priorities, and paper flow, with the goal of increasing efficiency and productivity.

Summary of Findings/Advisory Recommendations:

These recommendations address current policies and/or practices that **DO NOT** need to be addressed immediately and are offered as suggestions as to various practices to improve task force operations. Due to staffing or other resource limitations, these recommendations may be more difficult for individual task forces to implement so the Department recognizes the need for local flexibility in addressing these issues.

1. The task force commander should not be a voting member of the Board.
2. Encourage the Washington State Patrol to reinvest personnel into the task force.
3. Encourage the Washington National Guard to place an analyst back into the task force.
4. Co-locate the task force prosecutor at the task force office.
5. Encourage “small city” agencies to assign an officer to the task force, even on a rotation or limited basis.
6. Revise policies and procedures to include a personnel selection process that includes participation or feedback from Executive Board and task force personnel.
7. Develop a personnel evaluation system that complements those of participating agencies, yet also considers task force performance, and the skills and abilities required of the assignment.
8. Develop a support staff network with other task forces.
9. Develop a plan to improve communications between other task forces, line officers, and other investigative units within participating agencies.
10. Revise policies and procedures to clearly define a protocol for complaint investigations, notifications, and discipline.

Conduct a review of all administrative processes, duties, and responsibilities with the goal of improving efficiencies, accountability, and productivity.

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STATE OF WASHINGTON
DEPARTMENT OF COMMUNITY,
TRADE AND ECONOMIC DEVELOPMENT

Byrne Grant Narcotics Task Forces: Peer Review Project

Valley Narcotics Enforcement Team
Kent, Washington

September 28, 2004



Juli Wilkerson
Director

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EXECUTIVE SUMMARY

The Bureau of Justice Assistance (BJA) under the Edward Byrne Memorial Formula Grant Program within the State of Washington has annually funded the Multi-Jurisdictional Narcotics Task Forces Program. The Department of Justice required that each state designate a State Administering Agency (SAA) for the Byrne Grant. Governor Booth Gardner designated the Department of Community Development (Department of Community, Trade, and Economic Development) as the SAA. The first multi-jurisdictional narcotics task forces were created in 1988. Since then the number of task forces have grown from 11 to the current 20 task forces funded by the Byrne Grant. Support for drug prosecutors in the state also started in 1988 with the creation of the Statewide Drug Prosecution Assistance Program. BJA made funding available for prosecutors working with multi-jurisdictional narcotics task forces in 1989. Prosecutor support terminated in 1994, due to the BJA 48-Month Rule. In 1995, funding of prosecutors dedicated to support the task forces was added directly to 12 of the task force grants. The total Byrne Grant award for the state fiscal year beginning July 1, 2003 was \$10,180,796. Of that amount, the state legislature authorized \$3,760,853 for task force and prosecution support.

In May of 2003, the Department of Community Trade and Economic Development (CTED) convened a committee of stakeholders to review and score task force applications for FY-2004 funding. As a result of this process, conditions were placed on the continued funding for 10 task forces based on such issues as inconsistent or inaccurate grant reporting, lack of investigative focus, low performance, or failure to meet minimum participation requirements. Of those ten task forces, three thought to be most critical were selected for Peer Review, to occur in early 2004. The Valley Narcotics Enforcement Team (VNET) was not initially selected for Peer Review nor were conditions placed on future funding. The Application Review Committee noted VNET's relatively low productivity in comparison to other task forces, but this was attributed to temporary staffing issues.

In December 2003, CTED received information that a former VNET detective had complained to an elected city official that task force personnel were not being held accountable for reporting leave time to their parent agencies, and that the supervisor was restricting the ability of personnel to pursue higher level drug trafficking cases. The detective also alleged some detectives were not working their entire assigned shifts, a situation the supervisor apparently ignored. CTED contacted another former member of the task force and determined there was some validity to the allegation. The former member confirmed there had been many instances wherein some personnel left work early. Whether those employees had permission to leave or had submitted the appropriate reports to their agencies was unknown to the former member. The former member recalled that the complaining detective had voiced displeasure to other task

force members about being prohibited by the supervisor from working cases beyond a few drug buys and an arrest. The supervisor, according to the former member, was relatively new to the assignment and seemed to grow increasingly uncomfortable with his role as cases became more complex. The former member felt the supervisor did not confront performance and conduct issues, particularly with a senior detective who has since left the task force.

CTED subsequently met with the executive board and disclosed the complaint information. The board confirmed that a detective had been transferred from the task force earlier in the year after relating his dissatisfaction with the assignment. The task for commander then transitioned back to his parent agency and was replaced by the current commander who was tasked to address personnel and performance issues. The board agreed that Peer Review would be appropriate and timely. They further agreed to address critical deficiencies identified by the review team. The review was tentatively scheduled for early 2004.

Peer Review was developed by CTED as a process to (1) assess the comparative effectiveness of task forces in terms of their productivity and impact on drug trafficking in their respective areas; (2) ensure their use of sound management practices, policies, and procedures; and (3) ensure compliance with grant requirements. The goals of Peer Review are to stimulate a greater focus on accountability and risk management by task force supervisors, managers, and executives; and to obtain accurate data to support future funding decisions. Byrne funded task forces are a critical element of not only the Washington State drug enforcement strategy, but of the national strategy. Ultimately, Peer Review is intended to help task forces become more effective and to remain free of corruption.

Peer Review teams consist of executives, managers, supervisors, and administrative staff from other task forces, the Washington State Patrol, and the Northwest HIDTA. A representative from CTED, the State-Administering Agency (SAA) for the Edward Byrne Memorial Formula Grant, coordinates their efforts. Team tasks include conducting structured interviews with key personnel associated with the task force, including law enforcement executives, prosecutors, commanders, supervisors, detectives, and administrative staff. They review task force documents such as case reports, intelligence and informant files, documents tracing the expenditure of confidential funds, and evidence reports. They also inspect facilities and equipment to assess security of personnel and property. At the conclusion of the review, team members confer and develop consensus on critical issues. Prior to departure, the coordinator conducts an exit interview with the Executive Board to provide a summary of preliminary findings and possible recommendations the team may make. Ultimately, each team member submits the results of his or her review to the coordinator who synthesizes the information into a draft report. Before publication, the report is redistributed to team members for final comments.

The standards applied to this process are the Critical Elements of Successful Task Forces published by the U. S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance (Appendix A), and those best practices in drug task force

management and operations as identified by the BJA Center for Task Force Training. Other sources are the U.S. Drug Enforcement Administration Basic Agent Training Manual, Washington State Patrol Narcotics Section Manual, and the California Bureau of Narcotics Task Force Manual.

The VNET Peer Review began the morning of March 23, 2004 with interviews of task force and executive personnel, and concluded the following day. All interviews and other review activity occurred at the task force facility at the King County Regional Justice Center in the city of Kent where VNET is co-located with other investigative units of the King County Sheriff's Office.

Generally, all participating agencies and their staff were open and cooperative with the Peer Review team. Reviewers unanimously concluded that VNET has an effective executive board to the extent that board members are very cohesive, communicate well with one another, avoid turf issues, and provide clear direction to the task force. Inter-agency agreements and policies and procedures are comprehensive and, with a few exceptions, reflect current standards and practices for multi-agency drug task forces. Relationships with the county prosecutor seemed mutually supportive.

The review team observed that VNET was underachieving, in terms of number of investigations and arrests, when compared to other Byrne task forces serving populations of similar size and with similar crime rates. It is also significantly understaffed in comparison to those same task forces. Staffing levels have remained relatively unchanged since its inception in the late 1980s. The King County Sheriff's Office has joined the task force, but with the departure of the Washington State Patrol, the number of agencies participating remains the same. On the other hand, the population of South King County has grown significantly in the intervening years and indications are that it will continue to be a high-growth area for many more years to come. Still, there is no federal, state, or other municipal involvement in VNET.

While producing fewer cases and arrests with far fewer investigators, closer analysis of performance data indicates that VNET is proportionately competitive to task forces in the same grouping with respect to caseload (the number of cases per investigator), and case complexity (the relative impact on drug organizations). VNET personnel are working hard and they are properly focused on mid- to upper-level drug traffickers. They also work cooperatively with other local and federal agencies. The question then is whether or not the current level of performance is acceptable, given the population growth and the rise in drug-related crime within the VNET boundaries. The Peer Review Team suggests that this task force needs to grow in staffing to keep pace with developments in its expanded service area and clearly the VNET executive board needs a strategy to do so.

Due to fluctuations in the local economy and anti-tax initiatives, staffing has become an issue for all local law enforcement agencies. However, inadequate staffing may be a factor of any future decision to award federal funds to a task force, especially if there is a significant reduction in the state allotment.

Summary of Findings/Response Required:

These recommendations address current policies and/or practices that, unless addressed immediately, will continue to seriously diminish the safety and security of personnel, and/or the ability of the task force and the State Administering Agency to accomplish their respective missions. Within 60 days of the date of this report, the task force is required to submit a response indicating what corrective action was taken, or a plan for anticipated compliance. In the absence of that response, funding may not continue.

1. Develop a plan to increase task force investigative staffing.
2. Develop a personnel evaluation system that incorporates those functions unique to narcotics enforcement in a multi-jurisdictional environment.

Summary of Findings/Advisory Recommendations:

These recommendations address current policies and/or practices that **DO NOT** need to be addressed immediately and are offered as suggestions to improve task force operations. Due to staffing or other resource limitations, these recommendations may be more difficult for individual task forces to implement so the Department recognizes the need for local flexibility in addressing these issues.

1. Increase assignment periods for task force commanders, supervisors, and detectives.
2. Formalize the task force personnel selection process.
3. Revise procedures to ensure the commander and executive board receive written reports of all task force financial audits.
4. Update all formal agreements and ensure that all participating or supporting agencies are covered within such agreements.
5. Revise policies to address personnel complaint investigations, notifications, and the administration of discipline.
6. Revise policies to address required basic and in-service training for task force personnel and retention of training records.
7. Develop a plan to improve communications between other task forces, line officers, and other investigative units within participating agencies.
8. Re-assess the adequacy of current facilities to accommodate the task force, and task force policies and procedures pertaining to security.

9. Encourage participation of the prosecutor's office as a voting member of the executive board.
10. Review the workload of the task force prosecutor in relation to the salary costs paid by the task force.

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STATE OF WASHINGTON
DEPARTMENT OF COMMUNITY,
TRADE AND ECONOMIC DEVELOPMENT

Byrne Grant Narcotics Task Forces: Peer Review Project

Columbia River Drug Task Force
Wenatchee, Washington

June 2004



Juli Wilkerson
Director

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EXECUTIVE SUMMARY

The Bureau of Justice Assistance (BJA) under the Edward Byrne Memorial Formula Grant Program within the state of Washington has annually funded the Multi-Jurisdictional Narcotics Task Forces Program. The Department of Justice required that each state designate a State Administering Agency (SAA) for the Byrne Grant. Governor Booth Gardner designated the Department of Community Development (Department of Community, Trade, and Economic Development) as the SAA. The first multi-jurisdictional narcotics task forces were created in 1988. Since then, the number of task forces has grown from 11 to the current 20 task forces funded by the Byrne Grant. Support for drug prosecutors in the state also started in 1988 with the creation of the Statewide Drug Prosecution Assistance Program. The Bureau of Justice Assistance made funding available for prosecutors working with multi-jurisdictional narcotics task forces in 1989. Prosecutor support terminated in 1994, due to the BJA 48-Month Rule. In 1995, funding of prosecutors dedicated to support the task forces was added directly to 12 of the task force grants. The total Byrne Grant award for the state fiscal year beginning July 1, 2003 was \$10,180,796. Of that amount, the state legislature authorized \$3,760,853 for task force and prosecution support.

On March 8 and 9, 2004, a Peer Review was conducted of the Columbia River Drug Task Force (CRDTF), a Byrne grant funded, multi-jurisdictional drug enforcement unit, composed of the Wenatchee Police Department (the grant contractor), the East Wenatchee Police Department, and the Sheriffs' and Prosecutors' Offices from Chelan and Douglas Counties. This report details the review process, findings, and subsequent recommendations of the review team.

Peer Review was developed by the Department of Community Trade and Economic Development (CTED) as a process to (1) assess the comparative effectiveness of task forces in terms of their productivity and impact on drug trafficking in their respective areas; (2) ensure their use of sound management practices, policies, and procedures; and (3) ensure compliance with grant requirements. The goals of Peer Review are to stimulate a greater focus on accountability and risk management by task force supervisors, managers, and executives; and to obtain accurate data to support future funding decisions. Byrne funded task forces are a critical element of not only the Washington State Drug Enforcement Strategy, but of the National Strategy. Ultimately, Peer Review is intended to help task forces become more effective and to remain free of corruption. CTED determined a priority list of agencies to undergo the Peer Review Process based on the individual task force's goals and objectives, desk audits, program performance, staff turnover, and recommendations from the application review team.

Peer Review teams consist of executives, managers, supervisors, and administrative staff from other task forces, the Washington State Patrol, and the Northwest HIDTA. A representative from CTED, the state-administering agency for the Edward Byrne Memorial Formula Grant, coordinates their efforts. Team tasks include conducting structured interviews with key personnel associated with the task force, including law enforcement executives, prosecutors, commanders, supervisors, detectives, and administrative staff. They review task force documents such as case reports, intelligence and informant files, documents tracing the expenditure of confidential funds, and evidence reports. They also inspect facilities and equipment to assess security of personnel and property. At the conclusion of the review, team members confer and develop consensus on critical issues. Prior to departure, the Coordinator conducts an exit interview with the Executive Board to provide a summary of preliminary findings and possible recommendations the team may make. Ultimately, each team member submits the results of his or her review to the coordinator who synthesizes the information into a draft report. Before publication, the report is redistributed to team members for final comments.

The standards applied to this process are the Critical Elements of Successful Task Forces published by the U. S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance (Appendix A), and those best practices in drug task force management and operations as identified by the BJA Center for Task Force Training. Other sources were the U.S. Drug Enforcement Administration Basic Agent Training Manual, Washington State Patrol Narcotics Section Manual, and the California Bureau of Narcotics Task Force Manual.

In general, all participating agencies and their staff were open and cooperative with the Peer Review team. The Columbia River Drug Task Force, by outward appearances, was operational in that personnel were engaged in casework and various administrative duties. However, the interview process immediately revealed several critical issues that became thematic in the events to follow. First, there was an air of frustration among some board members that seemed to be generated by a perceived lack of support and cooperation. Others were almost antagonistic toward the task force, pointing to an inability to work effectively with the current task force commander. Second, the relationship between the task force and prosecutors' offices was less than satisfactory. Last, there was a general perception that the task force was not responsive to participating agencies and was, in general, non-productive. One member characterized the task force as being worthless.

The Peer Review team concluded that, while that comment was far from the truth, it was nonetheless a valid indication of the level of frustration of some board members with the current status of the task force. In fact, the CRDTF is comprised of good people trying their best to do their duties. That being said, the team found the task force to be dysfunctional at several levels, the most significant of which is the Executive Board. Any effort to improve this task force's chances for success must begin at that level.

The following recommendations pre-suppose the task force Executive Board, which is comprised of two sheriffs, two police chiefs, and two prosecutors, still perceives the task force to be a viable enforcement tool worthy of the effort it will take to re-create it into a highly effective law enforcement team. That may not be the case. However, the Wenatchee Valley area remains strategically important to law enforcement in that it is both a destination for illegal drugs and a transportation route to other population centers (Source: National Drug Intelligence Center, Washington State Threat Assessment, February 2003). Loss of this task force will reduce the overall effectiveness of the task force network and may result in more local drug-related crime necessitating more street-level enforcement. But without a coordinated local enforcement effort, mid- to upper-level traffickers will operate with near impunity in this area.

Summary of Recommendations Requiring Response:

These recommendations address current policies and/or practices that, unless addressed immediately, will continue to seriously diminish the safety and security of personnel, and/or the ability of the task force and the State Administering Agency to accomplish their respective missions. Within 60 days of the date of this report, the task force is required to submit a response indicating what corrective action was taken, or a plan for anticipated compliance. In the absence of that response, funding may not continue.

1. Revise the interagency agreement to (a) clarify the mission, goals, priorities and direction for the task force; (b) specify the functions of the Board and its members; and (c) establish a process to periodically review and adjust goals.
2. Re-establish an effective, cooperative relationship with both county prosecutors to ensure that the needs of the task force and the prosecutors are being met.
3. Re-staff supervisory and management positions to reflect the multi-jurisdictional composition of the task force.
4. Direct target-driven investigations, focused on identifying and impacting drug trafficking organizations. Utilize more sophisticated investigative techniques such as asset identification and removal, and administrative electronic monitoring.
5. Update the policy and procedures manual. Some areas that should be addressed are: Training; Statement of Duties; Hazardous Material; Evaluations; Operational Plans; Electronic Intercepts; Investigative Funds; Flash Funds; and Confidential Informants. Ensure personnel are thoroughly trained in new policies and procedures and that appropriate management controls are in place to enforce compliance.

6. Revise policies and procedures to incorporate a training plan requiring that personnel receive a specific course or courses of related training either before their date of assignment to the task force, or within a reasonable time thereafter. The plan should include (a) basic agent school for all investigators; (b) drug unit commanders training for supervisors and commanders; and (c) field training for new investigators. It should also provide for periodic in-service training for all personnel in advanced investigative techniques and task force operations, as provided by WSIN, HIDTA, WSNIA, or the California Narcotics Officers Association (CNOA). Maintain accurate records of training.
7. The task force should, at least monthly, conduct unit training that includes practicing those individual and team skills associated with high-risk operations. These include arrest techniques, building entry and search tactics, use of firearms and specialized equipment. Conduct periodic planning and training jointly with emergency response teams from parent agencies.
8. Conduct a full audit of the task force Purchase of Evidence/Purchase of Information (PE/PI) fund. Implement new policies and procedures for effectively managing and auditing the PE/PI fund.
9. Ensure that all cases and critical events are deconflicted by (a) making WSIN inquiry as soon as a suspect is identified; (b) notifying HIDTA prior to the execution of high-risk field activities, including search warrants and undercover operations; and (c) maintaining records of deconfliction.
10. Record all task force investigations accurately in Performance Measure and Byrne Records System reports. Record only those statistics attributable to the investigative efforts of the task force.
11. Establish a policy regarding the use, format, and retention of written operations plans, including a risk analysis, on all critical events (search warrants, undercover operations, buy/busts, etc.).
12. Revise policies concerning confidential informant files to provide minimum required contents and audit process. Conduct an audit of all active informant files.
13. Ensure that task force personnel are complying with various state and federal regulations requiring site-safety procedures and the use of protective clothing and equipment while assessing and processing clandestine drug labs.
14. Develop a plan to improve security, particularly for administrative staff now sitting in public view.

Summary of Findings/Advisory Recommendations:

These recommendations address current policies and/or practices that DO NOT need to be addressed immediately and are offered as suggestions regarding various practices to improve task force operations. Due to staffing or other resource limitations, these recommendations may be more difficult for individual task forces to implement so the Department recognizes the need for local flexibility in addressing these issues.

1. Revise staffing policies to (a) reduce the impact that automatic rotation of personnel has on task force experience and expertise; (b) allow for the participation of task force supervisors or commanders in the personnel selection process; and (c) require transfers to be discussed and approved by the Executive Board.
2. Develop a personnel evaluation system that incorporates the employees' performance of specific task force duties and attainment of goals or performance expectations.
3. Remove all evidence, including seized drugs, firearms, and money, from the task force to the regular evidence facility of one of the participating agencies.
4. Establish a policy and procedure for tracking response to tips referred to the task force.
5. Host or attend regular intelligence exchange meetings with neighboring task forces, other local agencies, and elements from participating agencies. Work toward developing the expertise to occasionally provide training where appropriate.
6. Establish a policy clarifying the duties and required training for the task force secretary.

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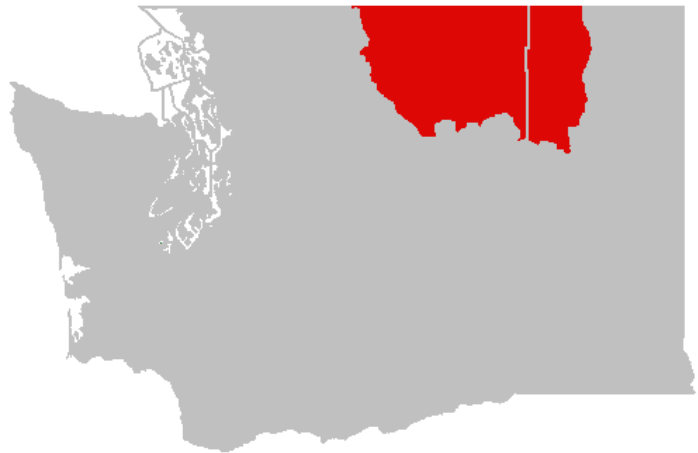


STATE OF WASHINGTON
DEPARTMENT OF COMMUNITY,
TRADE AND ECONOMIC DEVELOPMENT

Byrne Grant Narcotics Task Forces: Peer Review Project

North-Central Washington Drug Task Force
Okanogan, Washington

October 26, 2004



Juli Wilkerson
Director

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EXECUTIVE SUMMARY

The Bureau of Justice Assistance (BJA) under the Edward Byrne Memorial Formula Grant Program within the state of Washington has annually funded the Multi-Jurisdictional Narcotics Task Forces Program. The Department of Justice required that each state designate a State Administering Agency (SAA) for the Byrne Grant. Governor Booth Gardner designated the Department of Community Development (Department of Community, Trade, and Economic Development) as the SAA. The first multi-jurisdictional narcotics task forces were created in 1988. Since then the number of task forces have grown from 11 to the current 20 task forces funded by the Byrne Grant. Support for drug prosecutors in the state also started in 1988 with the creation of the Statewide Drug Prosecution Assistance Program. BJA made funding available for prosecutors working with multi-jurisdictional narcotics task forces in 1989. Prosecutor support terminated in 1994, due to the BJA 48-Month Rule. In 1995, funding of prosecutors dedicated to support the task forces was added directly to 12 of the task force grants. The total Byrne Grant award for the state fiscal year beginning July 1, 2003 was \$10,180,796. Of that amount, the state legislature authorized \$3,760,853 for task force and prosecution support.

In May of 2003, CTED convened a committee of stakeholders to review task force applications for FY 2004 funding. During an evaluation of the application submitted by the North-Central Washington Drug Task Force (NCWDTF), the committee expressed concern over a lack of identified drug trafficking organizations operating in the service area. Furthermore, there was doubt NCWDTF met the minimum standards of participation when it became apparent that the city of Omak did not have an officer in the task force. This resulted in a recommendation to CTED to require the task force to complete and submit a HIDTA Threat Assessment Survey in January of 2004. Further, the committee recommended the addition of the city of Omak as a participating agency by December 31, 2003. In November 2003, Mr. Paul Perz, Managing Director of CTED's Safe and Drug-Free Communities Unit, met with the executive board of NCWDTF and explained the conditions placed upon their continued funding. The board requested that he reconsider the funding condition in view of the recent participation of the Colville Tribal Police. Mr. Perz deemed that, with the addition of the Colville Tribe, the task force did indeed meet the minimum participation criteria. He also recommended that the task force undergo a Peer Review. The board agreed to participate and to correct any critical deficiencies identified in the review. Peer Review was tentatively scheduled for early 2004.

Peer Review was developed by the Department of Community, Trade and Economic Development (CTED) as a process to (1) assess the comparative effectiveness of task forces in terms of their productivity and impact on drug trafficking in their respective areas; (2) ensure their use of sound management practices, policies, and procedures; and (3) ensure compliance with grant requirements. The goals of Peer Review are to stimulate a greater focus on accountability and risk management by task force supervisors, managers, and executives; and to obtain accurate data to support future funding decisions. Byrne funded task forces are a critical element of not only the Washington state drug enforcement strategy, but of the national strategy. Ultimately,

Peer Review is intended to help task forces become more effective and to remain free of corruption.

Peer Review teams consist of executives, managers, supervisors, and administrative staff from other task forces, the Washington State Patrol, and the Northwest HIDTA. A representative from CTED, the State-Administering Agency for the Edward Byrne Memorial Formula Grant, coordinates their efforts. Team tasks include conducting structured interviews with key personnel associated with the task force, including law enforcement executives, prosecutors, commanders, supervisors, detectives, and administrative staff. They review task force documents such as case reports, intelligence and informant files, documents tracing the expenditure of confidential funds, and evidence reports. They also inspect facilities and equipment to assess security of personnel and property. At the conclusion of the review, team members confer and develop consensus on critical issues. Prior to departure, the Coordinator conducts an exit interview with the Executive Board to provide a summary of preliminary findings and possible recommendations the team may make. Ultimately, each team member submits the results of his or her review to the coordinator who synthesizes the information into a draft report. Before publication, the report is redistributed to team members for final comments.

The standards applied to this process are the Critical Elements of Successful Task Forces published by the U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance (Appendix A); and those best practices in drug task force management and operations as identified by the BJA Center for Task Force Training. Other sources are the U.S. Drug Enforcement Administration Basic Agent Training Manual, Washington State Patrol Narcotics Section Manual, and the California Bureau of Narcotics Task Force Manual.

The NCWDTF Peer Review began the morning of March 10, 2004 with interviews of task force and executive personnel. The task force Executive Board consists of the sheriffs and prosecutors from Okanogan and Ferry Counties; the police chiefs from the cities of Omak, Republic, Brewster, Twisp, and Winthrop; and the chief of the Colville Tribal Police. An administrator from the U.S. Border Patrol also participates. Several members of the board are relatively new to their particular positions, but many have extensive experience supervising or managing multi-jurisdictional drug task forces. Interviews revealed that the board is highly cohesive and engaged in the process of providing oversight, focus, and leadership to the task force. The welfare of the task force and their respective communities is placed above any personal differences. Most believe the task force has excellent support from local prosecutors.

The NCWNTF supervisor, an experienced sergeant from the Okanogan County Sheriff's Office, has in place comprehensive controls to effectively address high-risk areas such as evidence handling, asset seizure, use of confidential funds, informant management, undercover operations, and warrant service. Office and records management were excellent, notably the task force performance data and case files. The team commented on the high integrity of the process by which Violator Levels were attributed to specific defendants.

The mission of the NCWNTF is two-fold: first, to impact the distribution of illicit drugs within their service area. Based on crime data maintained by the Washington Association of Sheriffs and Police Chiefs (WASPC) and a recent school survey, there is

a significant demand for drugs in Okanogan County. The City of Bridgeport (north Douglas County) is a significant source of those drugs for Okanogan County residents. Second, the task force supports the federal effort to interdict drug smuggling along the international border with Canada. Intelligence sources indicated that most, if not all, of the significant drug shipments are destined to areas beyond Okanogan and Ferry Counties. In that regard, the NCWNTF represents a second line of defense for the entire region. A review of SFY-2004 Task Force Data indicated that NCWNTF is appropriately focused on these two problem areas.

The Peer Review Team considers NCWNTF an effective, well-managed task force.

The few critical vulnerabilities mentioned in the Summary of Findings should not indicate otherwise to the reader. They represent an opportunity for the executive board to improve what is otherwise a model task force.

Summary of Findings/Response Required:

These recommendations address current policies and/or practices that, unless addressed immediately, will continue to seriously diminish the safety and security of personnel, and/or the ability of the task force and the State Administering Agency to accomplish their respective missions. Within 60 days of the date of this report, the task force is required to submit a response indicating what corrective action was taken, or a plan for anticipated compliance. In the absence of that response, funding may not continue.

1. Utilize Northwest HIDTA and/or WSIN services to de-conflict ALL critical events.
2. Revise task force Policies and Procedures to require multiple signatures, including that of the supervisor, when documenting an informant.
3. Revise task force Policies and Procedures to formalize a training regimen for new task force personnel.
4. Revise Policies and Procedures to clarify the responsibility of the task force supervisor regarding undercover and tactical operations in Ferry County.

Summary of Findings/Advisory Recommendations:

These recommendations address current policies and/or practices that **DO NOT** need to be addressed immediately and are offered as suggestions to improve task force operations. Due to staffing or other resource limitations, these recommendations may be more difficult for individual task forces to implement so the Department recognizes the need for local flexibility in addressing these issues.

1. Consider providing additional Financial Investigations training to task force personnel, including the Administrative Support Specialist.
2. Establish a process wherein all cases are evaluated to determine the likelihood of the existence of criminal proceeds, including real property.

3. Revise procedures to avoid using the term “wages” on Informant documents when giving a reason for payment.
4. Require regular and frequent unit training, focused on tasks that are performed infrequently, but involve high safety or liability risks.

SECTION III
PROGRAM SUMMARIES

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REGIONAL NARCOTICS TASK FORCES PROGRAM SUMMARY

PROGRAM OVERVIEW

The Regional Narcotics Task Forces are the core of the state's counter-drug enforcement effort. Each task force is comprised of two or more law enforcement agencies with prosecutorial and administrative support. The primary focus of the task forces is mid- to upper-level drug traffickers who are largely beyond the investigative resources of individual agencies. The task forces support local agencies as needed in lower-level drug enforcement and training.

Based upon location, the task forces are comprised of between two and six local/state/federal agencies and four to 16 officers. Additionally, each task force has office and prosecutorial support.

Program Description:

This program consists of 20 regional task forces, drawing on the resources of multiple law enforcement agencies and prosecutorial support to investigate, arrest, and prosecute mid- to upper-level drug traffickers. The critical elements of the program include:

- Pursuit of mid- to upper-level drug traffickers is the primary focus of each task force.
- Regional coverage consists of officers from multiple law enforcement agencies operating in a county or multi-county area of relatively consistent drug abuse and trafficking patterns.
- Dedicated prosecutorial support where needed.
- Training and development of a street-level drug enforcement capability within the task forces' primary area of operations.
- Response to local requests for assistance where the short-term investigative/enforcement need is beyond local resources.
- Intelligence sharing and cooperation between task forces and other law enforcement agencies.
- Semi-annual commanders conferences to address issues of common concern, emerging trends, risk management, and best practices.
- Peer Review Evaluations and On-Site Monitoring. Between four and ten task forces are evaluated per year by a Peer Review Team comprised of a sheriff, a police chief, a senior investigator or supervisor, and support staff drawn from well-performing jurisdictions. This team interviews all personnel related to the management and operations of the task force using a series of checklists derived from a number of nationally recognized models. As both follow-up to prior peer reviews and as interim checks, staff conduct on-site monitoring of key indicators and fiscal management of another six to ten task forces.

Number of Projects/Sites: 20 Projects, 20 Sites

Funding information: Federal: \$ 4,163,149
 Local: \$15,399,366

GOALS, OBJECTIVES, ACTIVITIES, PERFORMANCE MEASURES AND ACCOMPLISHMENTS

Goal 1: To provide statewide mid- to upper-level narcotics investigative coverage.

Objective 1: To extend participation and area of coverage of the existing task forces to cover the entire state.

Activities: 1. Provide incentives for those jurisdictions not currently supporting a task force with personnel or funding to dedicate additional resources to the program.
 2. Extend investigations into un-served areas whenever information indicates that a mid- to upper-level case may be successfully pursued in that area.

Performance Measures: 1. Addition of new jurisdictions participating through personnel assignment in the task forces or contributing funds.
 2. Addition of another county(s) or city(s) in currently ‘un-served’ areas, as shown on the personnel/agency participation tables.

Accomplishment Status: 1. Decreased assigned personnel by two task forces for the contract year due to general budget reductions. The WSP has continued to provide the same number of FTE’s funded through the grant. Cuts in staffing were a result of general fund positions being relocated.
 2. Prioritized two task forces for personnel assignment. **I believe we agreed any future assignments would be made with CTED input.**
 3. No additional personnel available.

Accomplishment Status: 1. The increased number of agencies participating by assignment of personnel is: Cities: 7 Counties: 1 State: 2 Tribes: 3 Federal: 1
 2. Though technically served in prior years, the tribal dedication of officers increased the drug enforcement significantly on all three participating reservations.
 Other Indicators:
 • 63% of task force cases targeted mid- to upper-level drug traffickers.
 • 72% of task force arrests were of mid- to upper-level drug traffickers.
 • 34 of the state’s 39 counties equating to 98+% of the population is served by a narcotics task force.

Goal 2: Combine the investigative resources of multiple law enforcement agencies needed to pursue mid- to upper-level traffickers.

Objective 2: Dedicate at least four law enforcement officers from at least two different local law enforcement agencies to each task force.

Activities: 1. Maintain the peer review committee’s Task Force Model as the minimum for task force composition (four officers, prosecutorial and clerical support).

	Active participation from two or more law enforcement agencies is required to qualify a task force for grant funding.
	2. Require assignment of a prosecutor to each task force or otherwise demonstrate prosecutorial support.
Performance Measures:	<ol style="list-style-type: none"> 1. Officers from two or more law enforcement agencies shown on the task force's personnel/agency participation table. 2. Dedicated prosecutor shown on the task force's personnel/agency participation table and the prosecutorial point of contact sheet, or otherwise demonstrate adequate prosecutorial support.
Accomplishment Status:	<ol style="list-style-type: none"> 1. Every task force maintained at least four investigators from at least two local jurisdictions despite rotation. 2. 18 of the 20 task forces have dedicated prosecutors; the remaining 2 have first call for county prosecutorial support. <p>Other Indicators:</p> <ul style="list-style-type: none"> • No task force cases were un-prosecuted due to lack of prosecutorial support. • Program wide conviction rate cannot be calculated due to data disruption related to the implementation of a new reporting system
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Goal 3:	Increase the effectiveness of each task force during personnel rotation.
Objective 3a:	Assign at least one long-term state patrol investigator to each task force to assist in the continuity of investigations and to assist in orientating new personnel to the task force operations.
Objective 3b:	Secure training slots in the first available investigator's or drug enforcement basic course offered after assignment of new personnel.
Activities:	<ol style="list-style-type: none"> 1. Assignment of additional WSP officers to task forces currently without state participation, when funding allows. 2. Identify officers to replace rotating personnel early, and request appropriate training early. 3. Work with the state patrol to secure first priority in required basic investigative training courses.
Performance Measures:	<ol style="list-style-type: none"> 1. Additional assignment of WSP officers to task forces previously without state participation as evidenced by the individual task force personnel/agency participation tables and the state patrol organization chart. 2. Number of officers needing training who are slotted in the first class after assignment or after designation for future assignment to a task force.
Accomplishment Status:	<ol style="list-style-type: none"> 1. The number of task forces supported by WSP personnel increased from 12 to 15 (increasing by one over the level supported before the '02-'03 state budget cuts). 2. No data available on training availability this reporting period.

Goal 4: Reduce the economic incentives inherent in drug trafficking.

Objective 4: Deprive offenders of the fruits of their crime when feasible.

Activities:

1. Financial analysis.
2. Seizure and forfeiture action.
3. Summary cost/benefit analysis of pursuing proceeds interstate.
3. Liens on unsupported property, whose maintenance—pending disposition—is excessive.
5. Negotiated buy-back of jointly held/used property.

Performance Measures: Percentage of successful forfeiture actions.

Accomplishment Status: 94% cumulative success rate.

Other indicators:
91% successful prosecution rate (cumulative)

Accomplishments not specific to any one performance measure

In-depth peer review evaluations were conducted of four regional task forces and marked a new level of evaluation and demand for professionalism throughout the program.

The peer review process was developed, based upon the best features of task force evaluation highlighted in Office of Justice Program publications, and the policy and procedures of the states of California, Texas and Washington.

Each team is comprised of a chief executive officer operating a task force, a task force supervisor or coordinator, experienced support staff, and a representative of the State Administering Agency. Representatives of this team interview every individual involved in the oversight, management, operations, administration and fiscal accounting of the task force.

The reported key areas include critical elements of task force management and operations, best practices (implemented and not implemented), documentation, and any other factors key to the effectiveness of a given task force.

The executive summaries of the four evaluations conducted during this reporting year may be found on pages 21 through 50.

**WASHINGTON STATE PATROL (WSP)
NARCOTICS TASK FORCE PARTICIPATION
PROGRAM SUMMARY**

PROGRAM OVERVIEW

This program provides a law enforcement coordination component for the state's Regional Narcotics Task Force Program; and supports the efforts of the regional task forces in a number of ways, including assignment of state officers to the locally directed task forces and operation of a clandestine lab response team which responds to and supports local agencies' investigations.

Program Description:

This program provides state level support for the Regional Narcotics Task Force Program. The four primary functions are:

- Providing trained supervisors and investigators to the task forces.
- Facilitating intelligence exchange between the task forces.
- Providing technical assistance to the task forces and coordination of additional support.
- Assisting the State Administering Agency in monitoring, report collection and analysis; and providing the task forces training and technical assistance.

Number of Projects/Sites: 1 Project, 15 Sites

Funding Information: Federal: \$1,343,603
 State: \$ 398,907

GOALS, OBJECTIVES, ACTIVITIES, PERFORMANCE MEASURES AND ACCOMPLISHMENTS

Goal 1: Assign supervisory and investigative personnel to prioritized regional narcotics task forces.

Objective 1a: Assign trained and experienced investigators and supervisors to all local task forces requesting WSP participation.

Objective 1b: Prioritize those task forces currently without state patrol personnel for assignment of WSP officers.

Activities: 1. Participate in as many task forces as personnel availability allows.
 2. Prioritize task forces without WSP personnel for assignment of WSP personnel when available.
 3. Reallocate WSP personnel from task forces with multiple assigned WSP officers to prioritized task forces upon personnel rotation or increase in the number of WSP officers allocated to the program.

Performance Measures:	<ol style="list-style-type: none"> 1. Increased number of task forces to which WSP personnel are assigned. 2. Reporting the prioritization of task forces for officer assignment. 3. Assignment of WSP officers to additional prioritized task forces.
Accomplishment Status:	<ol style="list-style-type: none"> 1. Decreased assigned personnel by two task forces for the contract year due to general budget reductions. The WSP has continued to provide the same number of FTE's funded through the grant. Cuts in staffing were a result of general fund positions being relocated. 2. Prioritized two task forces for personnel assignment. Agreement was made to coordinate future prioritization of assignments with the SAA in order to optimize the overall program. 3. No additional personnel available..

Goal 2: Facilitate narcotics and investigative training for regional task forces and personnel identified for assignment to regional task forces.

Objective 2a: Minimize the period between assignment and formal training/certification by negotiating with the Criminal Justice Training Commission (CJTC) for prioritization of task force officers.

Objective 2b: Provide training in interdiction and seizure techniques, and clandestine drug laboratory closures directly, or through the Criminal Justice Training Commission.

Activities:

1. Coordinate with the Criminal Justice Training Commission for prioritization of seats in projected classes.
2. Provide instructors to the Criminal Justice Training Commission to support DEA Basic and other drug enforcement courses.
3. Encourage local departments and regional task forces to consider identification of replacement officers several months before rotation is scheduled, and to make those officers available for training prior to assignment.

Performance Measures: Number of officers needing training who are slotted in the first class after assignment, or after designation for future assignment to a task force.

Accomplishment Status: 1-3. Two sessions of the DEA Basic course were conducted, with 90 task force and supporting local officers attending.

Goal 3: Sponsor task force leadership training.

Objective 3: Sponsor two narcotics task force conferences.

Activities:

1. Address issues of interest to the task forces' leadership.
2. Include representatives of non-BJA supported task force drug activities.
3. Provide an opportunity for communication between task force leaders, other agencies, and the State Adminstrating Agency (SAA).
4. Include a session for soliciting task force opinions and problem solving.

Performance	1. Two task force conferences conducted per year.
Measures:	2. Conference agenda includes problems or session(s) requiring task force interaction.
	3. Conference subjects/topics include those of known interest to the task forces.
	4. Non-BJA supported task force personnel invited/participating.

Accomplishment	1. Conducted two task force conferences.
Status:	2. Trends and regional focus/methods were subjects at both conferences.
	3. Data reporting and comparative evaluation discussed at both conferences.
	4. Representatives of WSIN, HIDTA, NDIC, DEA, WSNIA, and the Texas Department of Public Safety attended in addition to task force members.

Goal 4:	Provide training on methamphetamine precursors to businesses.
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Objective 4:	Reach at least five percent of the retail sources providing over-the-counter precursors with at least summarized recognition materials and procedures.
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Activities:	1. Develop plans to reach the stores that have potentially the greatest impact on producing investigative leads and reducing precursor sales.
	2. Produce both audio-visual and written training materials for store/retail chain managers and clerks.
	3. Contact store/retail chain managers, conduct training, and provide training materials.

Performance	1. Prioritize over-the-counter precursor sources based upon volume of sales.
Measures:	2. Identify probability of overall cooperation (accept training and report suspicious transactions).
	3. Identify type of training most appropriate and supportable by the business.
	4. Design and produce training materials.
	5. Suitability of the training material produced for the different target audiences.
	6. Number and percentage of retail outlets provided training.

Accomplishment	1-6. Bulk of training and distribution of training media assumed by the retail
Status:	merchants' associations and local law enforcement (see 'Other Indicators').

Goal 5:	Provide methamphetamine laboratory identification training to public and private sector employees who routinely visit private residences (Child Protective Services, Probation Officers, Health, Paramedics, Public Utility, Electricians, and other categories).
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Objective 5a:	Reach at least five percent of the public sector employees with the most frequent access to private residences.
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Objective 5b:	Reach at least five percent of the private sector (commercial) employees with the most frequent access to private residences.
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Activities:	<ol style="list-style-type: none"> 1. Identify the target audiences most likely to observe and report indicators of clandestine laboratory activity. 2. Produce both audio-visual and written training materials for use by both law enforcement and supervisory presentation. 3. Contact public and private sector agencies/supervisors to set up training sessions. 4. Conduct training and provide training/quick reference materials.
Performance Measures:	<ol style="list-style-type: none"> 1. Rank potential observers by number of residences visited and probability of reporting methamphetamine laboratory indicators. 2. Identify type of training and supporting materials most appropriate for the audience. 3. Design and produce training materials. 4. Track the number and percentage of individuals provided training.
Accomplishment Status:	<ol style="list-style-type: none"> 1. Approximately 1,000 private sector employees were trained on sales restriction, identification of suspicious sales, and appropriate actions. 2-4. The retail merchant's associations and local law enforcement have continued the production and distribution of retail sales awareness materials – quantitative data not available at this time, however the assumption of this role by additional parties is a strongly favorable indicator of progress.

Goal 6:	Provide dedicated, trained personnel that can respond to reported methamphetamine labs without disrupting ongoing task force operations.
Objective 6a:	Remove task force assigned personnel less than five times a year from their normal duties in order to respond to methamphetamine laboratories.
Objective 6b:	Maintain ability to respond to regional task forces' methamphetamine laboratory requests for assistance.
Activities:	<ol style="list-style-type: none"> 1. Dedicate officers to methamphetamine training and response. 2. Train methamphetamine response officers. 3. Produce methamphetamine laboratory indicator training materials for dissemination to local law enforcement agencies and private and public sector workers likely to frequently visit private residences. 4. Respond to requests for assistance in the investigation of suspected methamphetamine laboratories.
Performance Measures:	<ol style="list-style-type: none"> 1. Number of officers assigned. 2. Certification/adequacy of officer training. 3. Number of calls, by source, for assistance responded to. 4. Number of times 'laboratory qualified' officers are pulled from task force assignments to respond to methamphetamine lab.
Accomplishment Status:	<ol style="list-style-type: none"> 1. Nine WSP officers (a complete team) are dedicated to responding to methamphetamine labs. A number of additional officers are being co-housed with the narcotics task forces to respond within their region when the meth

team is responding in that area. These officers are in addition to the officers assigned to the narcotics task forces.

2. The Meth Lab Response Team training standard is a nationally recognized model. All assigned officers maintained certification.
3. The Meth Lab Team responded to 283 labs during the year, a 26 percent drop in the number from the previous year (locally trained officers more than made up the drop in number WSP was called in to handle).
4. The trend for task forces to independently assign and secure DEA lab training for local officers has stabilized, with one to three local officers trained, certified, and equipped. This has allowed the majority of the task forces to identify those sites that they may take down without SIRT assistance and those for which the WSP team must be called. This effort has greatly reduced local costs in terms of sitting on suspect labs.

Goal 7: Enhance communication between task forces at the supervisory/management level.

Objective 7: The WSP program coordinator has face-to-face contact with task force leadership and facilitates such contact between task forces and other agencies.

Activities:

1. Visit each task force at least twice, in addition to the monitoring visit.
2. Provide an opportunity at the task force conference for communication between task force leaders, other agencies, and the program administration.
3. Include a session for soliciting task force opinions and problem solving at the task force conference.

Performance Measures: WSP program supervisors visited each task force at least twice during the contract year, in addition to the monitoring visits (also see PM of Objective 4).

Accomplishment Status: 1-3. Data reporting disrupted due to change of State Patrol liaison personnel.

Goal 8: Provide, operate, or facilitate a centralized data collection and reporting system for the multi-jurisdictional task force program.

Objective 8a: Collect task force data on a quarterly basis and provide reports to the State Administering Agency (SAA).

Objective 8b: Facilitate adoption, use, and conversion of prior records to the Regional Information Sharing System Network (RISSNET) coordinated by the Western States Information Network (WSIN).

Activities:

1. Maintain the current system for processing task force reports until RISSNET is on line for the grant supported task forces.
2. Convert current Advanced Revelation (AREV) data to RISSNET format.
3. Provide/facilitate RISSNET training.

	<ol style="list-style-type: none"> 4. Track individual task force submission of quarterly reports. 5. Process RISSNET data for each task force, and provide individual and a collective statistical summary reports to the SAA.
Performance Measures:	<ol style="list-style-type: none"> 1. Procure RISSNET operating stations (computers) for every task force. 2. Training on the RISSNET system targeting management, support staff, and investigators at either regional sessions or statewide conference. 3. Submit tracked task force quarterly reports to the State Administering Agency. 4. Prepare and submit a quarterly data report summarizing the entire task force program. 5. Prepare and submit an annual data report on each task force, and both a program-level roll-up and narrative program summary. 6. Analyze quarterly reports for data required for BJA reporting.
Accomplishment Status:	<p>1-2. RISSNET terminal distribution has been completed to all task forces.</p> <p>Other Indicators:</p> <ul style="list-style-type: none"> • The NW HIDTA and WSIN have created a system by which task forces may download case data as a single transaction to the NW HIDTA, thereby saving dedicated terminal and entry time; increasing the NW HIDTA's information base; and increasing the actual WSIN submission rate. • Implementation of a new data reporting system to replace AREV disrupted the data being reported to WSP; however, for the first time all task forces within the state responded to a NW HIDTA survey which allowed completion of a comprehensive statewide threat assessment.
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Goal 9:	Assist in the monitoring of regional narcotics task forces.
Objective 9:	Provide an experienced law enforcement viewpoint in the joint SAA/WSP monitoring of the task forces (administrative function not possible for the SAA to directly provide).
Activities:	<ol style="list-style-type: none"> 1. Accompany representatives of SAA on monitoring visits. 2. Review and discuss sensitive information and procedures relevant to task force operation of the grant. 3. Discuss items of interest to the monitored task force or to other task forces, which might profit by shared information/procedures.
Performance Measures:	<ol style="list-style-type: none"> 1. WSP participated in the four task force monitoring visits scheduled to review operational concerns. 2. WSP actively participated in reviewing items of law enforcement versus administrative interest, during monitoring.
Accomplishment	1. A WSP representative participated in each of the five monitoring visits

Status: conducted this year.

2. The WSP program coordinator took the lead in discussing items of operational concern, professional development, and training.

Goal 10: Prepare statewide intelligence assessments indicating trends, indicators, and innovations for use by the SAA and the task forces.

Objective 10: Provide at least semi-annual intelligence assessments to the task forces and the SAA.

Activities:

1. Collect data including task force, WSP district office, Western States Information Network (WSIN), and Drug Enforcement Agency (DEA) reports.
2. Prepare intelligence summaries by drug and region.
3. Prepare a synopsis of specific trends in drug abuse or trafficking, including specific procedures and techniques noted.

Performance Measures: Intelligence reports/assessments disseminated to the SAA and the task forces.

Accomplishment Status: Produced a draft intelligence assessment to be used as a format for future use.

Goal 11: Share use of existing resources (personnel and specialized equipment held by WSP or any of the task forces) when feasible.

Objective 11: Provide directly, or by referral, specialized equipment or services for temporary support of or use by task forces.

Activities:

1. Loan specialized equipment.
2. Provide training on specialized equipment or the necessary personnel to operate the specialized equipment.
3. Identify existing sources of technical equipment available for loan.
4. Provide computer/file analysis and recovery.
5. Provide financial and/or phone-tree analysis.
6. Provide short-term flash money, beyond local abilities.
7. Raid and warrant service assistance.

Performance Measures: Document type and number of technical assistance requests responded to.

Accomplishment Provided:

Status: 1-7. Data reporting disrupted by change of WSP liaison personnel.

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TRIBAL LAW ENFORCEMENT ASSISTANCE PROGRAM PROGRAM SUMMARY

PROGRAM OVERVIEW

This is a competitive program in which eligible tribes analyze their own distinct needs, and address those law enforcement or drug-control related needs with projects tailored to the local situation. Running on a calendar year basis, projects overlap reporting periods and are reflected as either starting up or ending during the report period.

All aspects of the criminal justice system, drug control, and community intervention and prevention efforts with police involvement are authorized within this program.

Program Description:

Within the program there are five separate projects addressing widely separate aspects of the law enforcement needs commonly found among law enforcement. The programs:

- Conference: addressing tribal law enforcement needs, primarily jurisdictional issues and cross commissioning.
- Probation and facilitation/enforcement of tribal court-ordered treatment and community service.
- Training, backfill, and freeing officers for patrol functions.

Number of Projects/Sites: 4 Projects, 4 Sites

Funding information: Federal: \$197,154

GOALS, OBJECTIVES, ACTIVITIES, PERFORMANCE MEASURES AND ACCOMPLISHMENTS

Goal 1: To increase public safety and support law enforcement on tribal lands.

Objective 1a: Maintain availability of personnel to enhance patrols and law enforcement activities.

Activities:

1. Train, and backfill of patrol positions during training.
2. Increase patrol coverage by freeing officers from administrative functions.
3. Improve the jurisdictional authority over all individuals present on tribal lands.
4. Provide non-police supervision of court ordered treatment and community service.
5. Conduct a tribal summit involving tribal, city, county and state law enforcement and substance abuse agencies.

Performance Measures:	<ol style="list-style-type: none"> 1. Increased number of patrol and surveillance hours. 2. Training of law enforcement officers. 3. Assignment of law enforcement officers to work with tribal courts in monitoring probation. 4. Documentation of compliance with court orders regarding issues of abuse. 5. Number of summit attendees.
Accomplishment Status:	<ol style="list-style-type: none"> 1. Increased tribal patrol coverage by at least 4800 hours (3 positions). 2. Enrolled one officer in the BIA academy. 3. One probation officer maintained, continued with tribal funds upon grant termination. 4. 85 percent compliance with court orders maintained. 5. 200+ individuals representing 23 tribes, 10 civil jurisdictions

DOMESTIC VIOLENCE LEGAL ADVOCACY PROGRAM SUMMARY

PROGRAM OVERVIEW

The goal of the Domestic Violence Legal Advocacy program is to decrease the incidence of domestic violence in the state of Washington by facilitating victims' access to and use of currently available legal sanctions and social services. This goal is supported by two primary objectives:

- To increase domestic violence victims' ability to protect themselves and their children through legal sanctions.
- To increase domestic violence victims' ability to obtain needed services in order to end the violence in their lives.

Number of Project Sites: 48

Funding Information: Federal: \$687,155

GOALS, OBJECTIVES, ACTIVITIES, PERFORMANCE MEASURES AND ACCOMPLISHMENTS

Goal: The goal of the Domestic Violence Legal Advocacy Program is to decrease the incidence of domestic violence in the state of Washington, facilitate victims' access to and participation in the civil and criminal justice process, and ensure victims' safety and rights are protected within the criminal justice and civil court systems.

Objective 1: To increase domestic violence victims' ability to protect themselves and their children through legal sanctions.

Objective 2: To increase domestic violence victims' ability to obtain needed services in order to end the violence in their lives.

Objective 3: Provide a broad base of training/exposure to key law enforcement and court personnel who can influence the response of the police and courts to domestic violence issues.

Objective 4: Provide domestic violence advocates with an increased understanding and methods to educate law enforcement and court personnel, gaining appropriate handling of, and legal protection for, domestic violence victims.

Activities:

1. Assisting victims in filing criminal justice actions, such as protection orders and anti-harassment orders.
2. Assisting victims by providing advocacy and support in civil legal matters such as protection orders, divorce and separation filings, child custody or visitation orders, and/or parenting plans.
3. Assisting victims by providing advocacy and support in accessing social services, financial assistance, and crime victims' compensation.

	<ol style="list-style-type: none"> 4. Providing training on domestic violence issues to law enforcement, prosecution and victims agencies. 5. Soliciting a broad base of attendance for the conference. 6. Conducting a statewide conference.
Performance Measures:	<ol style="list-style-type: none"> 1. Number of adults and children being served. 2. Number of assists with filing protection orders or anti-harassment orders. 3. Number of assists in issues related to criminal charges against the batterer. 4. Number of assists in filing divorce or separation actions. 5. Number of assists in dealing with child custody, visitation schedules, or parenting plans. 6. Number of assists in filing for financial aid, AFDC, or crime victims' compensation. 7. Number of referrals to other agencies. 8. Number of other services provided, such as name changes and social security issues, address confidentiality, evictions, retrieval of property, sexual assault, and immigration issues. 9. Representation of all targeted audiences at the conference. 10. Agenda items addressing each major area of concern.
Accomplishment Status:	<ol style="list-style-type: none"> 1. 13,890 adults and 14,508 children served. 2. 8,852 assists in filing protection orders or anti-harassment orders. 3. 5,446 assists in issues related to criminal charges against the batterer. 4. 4,488 assists in filing divorce or separation actions. 5. 3,919 assists in dealing with child custody, visitation schedules or parenting plans. 6. 2,651 assists in filing for financial aid or AFDC. 7. 1,191 assists in filing for Crime Victims Compensation benefits. 8. 9,247 referrals to other agencies. 9. 7,356 "Other Services" provided (included, but not limited to, name changes, address confidentiality program, evictions, retrieval of property, sexual assault, and immigration issues). 10. 22 multi-disciplinary county teams participated in a 2 ½-day conference/training. 11. The annual conference/training agenda included major areas of concern from each disciplines view, with emphasis on the ways each participant could facilitate the work of the others and collectively provided an increased level of service to domestic violence victims.

YOUTH VIOLENCE PREVENTION AND INTERVENTION PROGRAM SUMMARY

PROGRAM DESCRIPTION

The goal of the Byrne Youth Violence Prevention and Intervention Program (YVPIP) is to prevent and reduce delinquency and youth violence by supporting communities in providing their children, families, neighborhoods, and institutions with the knowledge, skills and opportunities necessary to foster a healthy and nurturing environment.

The funded projects are community-based and designed around research-based and/or 'best practices' which have been refined and proven during the last decade. The projects provide multiple services to both at-risk youth and their families.

These projects also serve to merge and focus the efforts of multiple agencies, primarily schools and social services in order to provide more services than project funds alone can provide and to maximize the impact of all the services provided.

Number of Project Sites: 11

Funding Information: Federal: \$770,652
 Local: \$296,717

GOALS, OBJECTIVES, ACTIVITIES, PERFORMANCE MEASURES AND ACHIEVEMENTS

Goal: Build a future of non-violence among our youth, with the ultimate goal of violence reduction and elimination.

Objective 1: Reduce those risk factors in the lives of youth that make them vulnerable to engaging in violent behavior.

Objective 2: Support Washington State communities in their efforts to create locally-driven and locally-designed solutions for youth violence that meet the unique needs of the community.

Activities:

1. Education programs including tutoring and re-entry opportunities
2. Anger management
3. Conflict management/peer mediation
4. Cultural awareness
5. Mentoring
6. Counseling
7. Alcohol and drug prevention and treatment
8. Case management

Performance Measures:	The BYRNE YVPIP Grants Program funds 16 different projects, each having a different mix of the following performance measures:	
Initial	<ol style="list-style-type: none"> 1. The number of children, youth, and families receiving services. 2. The number of services provided, both primary and secondary prevention. 3. Improvement in academic performance. 4. Demonstrated skill development in pro-social behavior (ability to resolve conflict without violence, mediate or participate in a dispute resolution, work as a team, exhibit empathy and victim awareness, improve communication skills, etc.). 5. Increased parental communications skills and involvement in schools. 6. The number of youth and families who successfully complete violence prevention, other pro-social development, and family management skills curricula as determined by self-assessment and/or program surveys. 7. Increased school attendance. 8. Reduction in community crime statistics. 9. Reduction in gang involvement. 10. Number of youth expelled or suspended which successfully re-enter traditional school settings. 11. Establishment of new community-based prevention and intervention strategies to prevent and reduce youth violence. 12. Reduction in child abuse and neglect. 13. Reduction in victimization. 14. Reduction in substance abuse. 	
Revised	<ol style="list-style-type: none"> 1. Decrease in aggressive and violent behavior. 2. Improved pro-social interpersonal relations and behavior. 3. Improved school deportment. 	
Accomplishment Status:	<ol style="list-style-type: none"> 1. Aggressive Behavior: 2. Pro-Social Behavior Scale: 3. School Deportment Scale: 	<p>Down 19.8 %</p> <p>Up 10.8 %</p> <p><u>Up 13.6 %</u></p> <p>Overall Improvement Up 14.7 %</p>

These revised performance measures and accomplishments are designed to reflect program outcomes, not just activity counts.

DEFENDER TRAINING PROGRAM PROGRAM SUMMARY

PROGRAM OVERVIEW

Providing representation for clients with special needs is especially challenging for public defenders that face high caseloads and severe time constraints. Public defenders are not equipped to deal with clients who require special attention due to mental or physical disabilities, health problems, language or cultural issues, or extreme age or youth. Issues relating to clients' special needs span their involvement in the criminal justice system from pre-trial through probation. Specific laws and ethical considerations can apply to their representation and treatment within the justice system.

Program Description:

This program provides statewide resource assistance to public defenders on current issues in representing special-needs clients through training and consultation, development of resource materials, and amicus assistance.

Number of Projects/Sites: 1 Project, Statewide Assistance

Funding Information: Federal: \$298,246

GOALS, OBJECTIVES, ACTIVITIES, PERFORMANCE MEASURES AND ACCOMPLISHMENTS

- | | |
|------------------------|--|
| Goal 1: | To provide public defenders representing special needs clients with consultation services, resource materials, and amicus preparation assistance statewide. |
| Objective 1: | Attorneys and mental health professionals will provide technical assistance for public defenders. |
| Activities: | <ol style="list-style-type: none">1. Two Seattle-based attorneys and one social worker provided statewide assistance for public defenders and other practitioners in accessing current information relevant to special needs.2. Wrote and gathered briefs, provided research and technical assistance, developed resource manuals and newsletter articles, and organized training. |
| Performance Measures: | <ol style="list-style-type: none">1. Number of technical assistance contacts made with public defenders.2. Number of hours spent on consultation, research, and development of briefs. |
| Accomplishment Status: | <ol style="list-style-type: none">1. Responded to requests for service from public defenders and practitioners in 27 of Washington's 39 counties.2. Reported almost 1,249 technical assistance contacts with public defenders, criminal justice personnel, and local/state/national associations.3. Spent more than 1,029 hours researching issues and preparing references.4. Collaborated with associates involved in special needs issues, attending meetings and sharing information. |

Goal 2:	To train and educate public defenders on issues relevant to representing their clients with special needs.
Objective 2:	Develop training materials and provide regional training seminars on relevant special needs topics.
Activities:	Provide training seminars on topics such as: defending developmentally-disabled or mentally-ill clients; representing clients with medical issues; representing clients from specific cultural groups; immigration consequences of criminal convictions; and issues facing juvenile offenders in the adult system.
Performance Measures:	Number of training's held and number of public defenders participating.
Accomplishment Status:	Provided 32 trainings on multiple topics to 1,810 participants.
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Goal 3:	To keep public defenders apprised of issues relevant to clients with special needs.
Objective 3:	Provide resource materials/manual and disseminate relevant information on special needs clients to public defenders.
Activities:	<ol style="list-style-type: none"> 1. Develop at least one manual (e.g., juvenile clients in the adult system or clients with special health problems) to public defenders. 2. Write articles and other pertinent information for <i>DefenseNET</i> newsletter, distributed statewide to public defenders.
Performance Measures:	<ol style="list-style-type: none"> 1. Number of manuals and resource materials developed. 2. Number of newsletter articles researched and written. 3. Number of defenders receiving resource materials and newsletters.
Accomplishment Status:	<ol style="list-style-type: none"> 1-2. Developed 31 separate articles and publications. 3. Posted monthly, statewide newsletter with articles relevant to special needs issues for public defenders and practitioners; provided up-to-date information and resource contacts on the association's Internet webpage. 4. Not recorded, webpage counter not on-line.

DRUG COURTS PROGRAM SUMMARY

PROGRAM OVERVIEW

Substance abuse represents both a tragic waste of an individual's abilities and potential waste of community resources. Without treatment intervention, these individuals enter and re-enter the criminal justice and social services systems. Criminal filings that are indirectly associated with illicit drug use, such as burglary and assault, further exacerbate this situation in Washington State.

Program Description:

Drug courts process individuals charged with felony drug possession charges. The prosecutor, who makes the initial determination of eligibility for drug court, reviews these individual cases. Eligible defendants are released from custody directly to the drug court. The defendant is advised of what is expected of him or her, as well as the consequences for failure to return to court or meet treatment expectations. All participants who opt for the drug court program are individually assessed for their treatment needs, and the treatment provider develops an individual treatment plan. Participants are provided with training and technical support to enable transition into mainstream communities.

If a participant successfully completes all phases of treatment designed to last from six to 12 months, the original charges are dropped.

Number of Projects/Sites: 9 Projects

- Clallam County Superior Court, Port Angeles, Washington
- Clark County Superior Court, Vancouver, Washington
- Cowlitz County Superior Court, Kelso, Washington
- Kitsap County Superior Court, Port Orchard, Washington
- Skagit County Superior Court, Mount Vernon, Washington
- Thurston County Superior Court, Olympia, Washington
- Whatcom County Superior Court, Bellingham, Washington
- Yakima County Superior Court, Yakima, Washington
- Yakima Tribal Court, Yakima Tribal Nation, Toppenish, Washington

<u>Funding Information:</u>	Federal:	\$976,897
	Local:	\$325,632

GOALS, OBJECTIVES, ACTIVITIES, PERFORMANCE MEASURES AND ACHIEVEMENTS

Goal 1: Decrease drug and drug-related violations, and reduce associated jail time.

Objective 1: Divert light, early, or minor offenders from deeper involvement in the criminal justice system and involvement in drugs.

Activities: 1. Work with prosecutor's office to ensure that referrals of all eligible cases are completed as early as possible.

2. Select for treatment those individuals most amenable to treatment, and most likely to re-offend if untreated.
3. Develop individual treatment plans to address specific issues.
4. Provide substance abuse treatment in a non-confinement setting

Performance

Measures: Criminal history and recidivism rate.

Accomplishment

Status: 45 percent graduation rate.

Goal 2: Support individuals in their recovery from chemical dependency, maximizing the impact of the treatment provided.

Objective 2a: Make use of the crisis of arrest and court intervention to increase treatment motivation.

Objective 2b: Provide continual motivation throughout the treatment program.

Activities:

1. Provide counseling.
2. Make referrals to other services directly contributing to the individuals' risk factors.
3. Provide individual case management, supervision, testing, and sanctions (if appropriate) until the individual is released from the program

Performance

Measures: Reduction in rate of recidivism.

Accomplishment Status:

1. Individual Treatment Plans (ITP) were developed for 527 inmates and put into place to guide inmates and their families.
2. Each participant was subject to a series of individual and group counseling sessions based upon their needs as described in their individual treatment plan.
3. 100 percent of the program graduates found employment within six months of completing the program.

Goal 3: Decrease jail time associated with drug violations.

Objective 3: Divert light, early, or minor offenders from deeper involvement in the criminal justice system and involvement in drugs.

Activities: Treatment, counseling, and referral for other services directly contributing to the individuals' risk factors.

Performance

Measures: Graduation rate.

Accomplishment

Status: 45 percent graduation rate.

CRIMINAL HISTORY RECORDS IMPROVEMENT PROGRAM (CHRIP) PROGRAM SUMMARY

PROGRAM OVERVIEW

This program implements the Justice Information Committee's criminal justice information strategic plan. It is designed to improve Washington's computerized criminal history records system, identify convicted felons, and meet the voluntary standards of the Federal Bureau of Investigation. The strategic mission of CHRIP is to ensure that any justice practitioner in the state will have complete, timely, and accurate information about suspects or offenders inclusive of historic and current justice status.

Number of Projects/Sites: 5 Projects

- Support of the Justice Information Network's Data and Architecture Committee
- Reduction of Fingerprint Backlog pending entry into the state repository
- Customization of local jail Livescan systems with the state repository
- Feasibility study for development of a Prosecutor's Case Management System linked to the state repository
- Procurement of additional jail Livescan systems

Funding information: Federal: \$ 415,726
 Local: \$ 154,229

GOALS, OBJECTIVES, ACTIVITIES, PERFORMANCE MEASURES AND ACHIEVEMENTS

- Goal 1: All felony arrest records are automated at the state repository
- Objective 1a: 95 percent of felony arrest records, for arrests within the last five years, are automated at the state repository.
- Objective 1b: 95 percent of prior arrest records (older than 5 years) are automated at the state repository.
- Objective 1c: 95 percent of all new felony arrest records are reported to and processed at the state repository within 30 days.
- Objective 1d: 95 percent of all new non-felony arrest records are reported to and processed at the state repository within 90 days.
- Activities 1: 1. Positioning Livescan fingerprint devices at all city/county jails.
 2. Backlog batch submission and processing
- Performance Measures: The above milestones are being tracked closely by quality assurance consultants, the Department of Information Services, and several oversight committees.
- Accomplishment Status: 1a. 95 percent of the last five years' arrest records are automated in the state repository—a 20 percent improvement in one year.
 1b. 95 percent of prior (older than 5 years) arrest records are automated at the state repository.

1c. 95 percent of all new felony arrest records are reported to and processed at the state repository within 30 days.

Goal 2:	All felony records are complete and accurately reflect the underlying criminal justice transactions (arrest, charging, court dispositions, etc.).
Objective 2a:	95 percent of the felony records for offenses within the last five years are complete and accurately reflect the underlying criminal justice transactions.
Objective 2b:	95 percent of all felony records are complete and accurately reflect the underlying criminal justice transactions.
Objective 2c:	95 percent of all new felony charging and court disposition records are reported to and processed by the state repository within 30 days.
Activities:	<ol style="list-style-type: none">1. Arrest/Sentence and Judgment submission consolidation.2. Implement Process Control Number (PCN) tracking in those jurisdictions that have not yet adopted/implemented PCN tracking.
Performance	<ol style="list-style-type: none">1. Percentage of recent felony records complete with supporting charging, and court disposition.2 – Percentage of total felony records complete with supporting charging, and court disposition.3 – Percentage of total felony records available from the state repository within 30 days.4 – Percentage of non-felony records processed within 30 days
Accomplishment Status	<p>2a: 95 percent of the felony records for offenses within the last five years are complete and accurately reflect the underlying criminal justice transactions.</p> <p>2b: 95 percent of all felony records are complete and accurately reflect the underlying criminal justice transactions.</p> <p>2c: 95percent of all new felony charging and court disposition records are reported to and processed by the state repository within 30 days—a 10 percent improvement in one year.</p> <p>A two-year backlog reduction effort has produced these results, however, until the courts' disposition uploads to the state repository are automated these achievements cannot be sustained on a continuous basis.</p>
Goal 3:	The current correctional status of all offenders to/from prison is available.
Objective 3a:	The current correctional status of 95 percent of offenders sentenced to, released from (within the last five years), or currently in Department of Correction's (DOC) custody is available from the state repository.
Objective 3b:	95 percent of all changes in DOC offender status/custody for current offenders is reported to and processed by the state repository within 30 days.
Objective 3c:	The current correctional status of 95 percent of offenders sentenced to, released from (within the last five years), or currently in county custody is available from the state repository.

Activities:	Backlog batch submission and processing
Performance Measures:	<ol style="list-style-type: none"> 1. The percentage of criminal records with current DOC confinement status for recent (within 5 years) offenders available from the state repository. 2. The percentage of criminal records at the state repository updated within 30 days of a change in DOC confinement status. 3. The percentage of criminal records with county confinement status for recent (within 5 years) offenders available from the state repository.
Accomplishment Status:	<ol style="list-style-type: none"> 3a. 95 percent of offenders sentenced to, released from (within the last five years), or currently in DOC custody is available from the state repository—a five percent improvement in one year. 3b. 95 percent of all changes in DOC offender status/custody for current offenders is reported to and processed by the state repository within 30 days. 3c. The current correctional status of 60 percent of offenders sentenced to, released from (within the last five years), or currently in county custody is not available from the state repository
Goal 4:	Fingerprints taken at the time of arrest and confinement are processed in a timely fashion.
Objective 4a:	95 percent of all fingerprints taken at the time of arrest/confinement are forwarded to the state repository within 24 hours.
Objective 4b:	95 percent of all fingerprints received by the state repository are processed and forwarded to the FBI, if appropriate, within 24 hours of receipt.
Activities:	<ol style="list-style-type: none"> 1. Positioning Livescan fingerprint devices at all city/county jails. 2. Adopt fiber optic and data compression transmission technology to facilitate transmission/receipt of fingerprint coding, charges, disposition, and other related information fast enough to not backlog the transmission sites. 3. Increase the central repository's data reception capacity (number/type of lines)
Performance Measures:	<ol style="list-style-type: none"> 1. Percentage of fingerprints forwarded to the state repository within 24 hours. 2. Percentage of appropriate fingerprints forwarded to the FBI within 24 hours of receipt at the state repository
Accomplishment Status:	<ol style="list-style-type: none"> 4a: 60 percent of all fingerprints taken at the time of arrest/confinement are forwarded to the state repository within 24 hours. 4b: 60 percent of all fingerprints received by the state repository are processed, and forwarded to the FBI if appropriate, within 24 hours of receipt.

Other Performance Indicators:

- All primary county jail facilities are equipped with and utilizing Livescan fingerprint equipment. Secondary facilities are now being targeted for receipt of Livescan equipment.
- Implementation of the feasibility study for the Prosecuting Attorney's Case Management System was delayed to the next fiscal year due to late program conception.

**Washington State Criminal History Records System
Federal Requirements for Continuation the 5% Byrne Set-Aside
And
Current Status**

	Measure	Standard	Reported Level	As of Date
	<u>Arrests</u>			
%	Of current felony arrest records are complete and accurately reflect underlying criminal justice transactions (arrest, charging, court disposition, etc)	95%	95%	6/30/2004
%	Of felony arrests within past 5 years are complete (reasonable attempt or statement of effort & rationale)	90%	95%	6/30/2004
	<u>Dispositions</u>			
%	Of current felony arrest records containing dispositions (release w/o charge, declined, or judgment	95%	95% ¹⁻²	6/30/2004
%	Of felony arrest dispositions within past 5 years (reasonable attempt or statement of effort & rationale)	90%	95% ¹⁻²	6/30/2004
	<u>Correctional Status</u>			
%	Of current sentences to/from prison are available	95%	95%	6/30/2004
%	Of sentences to/from prison in last 5 years (reasonable attempt or statement of effort & rationale)	90%	95%	6/30/2004
	<u>Felony Identification</u>			
%	Of current felony arrest records identify the charge	95%	100%	6/30/2004
%	Of felony arrest records in the last five years identify charge (reasonable attempt or statement of effort & rationale)	90%	100%	6/30/2004
	<u>Automation</u>			
%	Of criminal records for the last 5 years are automated	100%	95%	6/30/2004
%	Of master name index records for the last five years are automated	100%	95%	6/30/2004
%	Of new records for prior offenders, and their prior records, are automated	100%	95%	6/30/2004
%	Of felony records are automated within 30 days	100%	95%	6/30/2004
%	Of fingerprints taken upon arrest/confinement are submitted to the state system within 24 hours	100%	60% ^{*3}	6/30/2004
%	Of appropriate fingerprints taken upon arrest/confinement are submitted to the FBI within 24 hours	100%	60% ^{*3}	6/30/2004
%	Of final dispositions are reported to the state within 90 days	100%	95%	6/30/2004
%	Of appropriate final dispositions are reported to the FBI within 90 days	100%	95%	6/30/2004

*1 The State of Washington uses the term "arrest offense" rather than "charge." We presume there is a similarity of definition. An arrest offense must be recorded with every arrest processed. Interim charges made before final disposition are not available.

*2 The State of Washington processes disposition reports manually. The 95% levels reported above were obtained only after a two-year backlog reduction effort. This level of reporting will not be maintained on a continual basis without successful implementation of electronic disposition reporting and processing.

*3 Automated submission of fingerprints of felons sentenced to county facilities is scheduled for 2005.

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CRIME VICTIMS ADVOCACY PROGRAM SUMMARY

PROGRAM OVERVIEW

Crime victims are provided direct crisis support, and assisted in obtaining governmental and other non-profit agency services appropriate to their needs.

Program Description:

This project provides direct services to victims and their loved ones who have been victimized by the crimes of assault (excluding sexual assault and domestic violence), robbery, and homicide. The direct services provided include emergency crisis response; grief management and support services; orientation and referral services; and post trial support.

Number of Projects/Sites: 1 Project

Funding information: Federal: \$ 60,000

GOALS, OBJECTIVES, ACTIVITIES, PERFORMANCE MEASURES AND ACHIEVEMENTS

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| Goal: | To empower victims to reconstruct a new life in the aftermath of a criminal act. |
| Objective 1: | Provide immediate crisis intervention response to underserved victims of violent crime. |
| Objective 2: | Provide crisis intervention to underserved victims of violent crime during the contract period. |
| Objective 3: | Provide general advocacy services to underserved victims. |
| Objective 4: | Provide support services during criminal investigations to victims of violent crime. |
| Objective 5: | Provide support services during prosecution to victims of violent crime. |
| Objective 6: | Provide support services during case disposition (sentencing) to victims of violent crime. |
| Objective 7: | Meet the immediate physical needs of violent crime victims (victim's assistance funds are non-grant donations). |
| Objective 8: | Develop, update and disseminate materials describing services. |
| Objective 9: | Provide in-service training to direct service volunteers on legal, health, emotional, and resource issues of violent crime victims and their families. |
| Objective 10: | Ensure that services are provided to non- or limited-English speaking and deaf/hard of hearing victims/family members. |
| Objective 11: | Provide assistance to families and friends of missing persons when foul play is suspected. |

- Activities:
1. Emergency crisis response – 24-hour response line
 2. Grief management and support services – Counseling and reference materials
 3. Facilitation of monthly support groups
 4. Provision of interpreter services
 5. Accompanying families of deceased victims to the crime scene
 6. Accompanying families of deceased victims to defense interviews, court, death penalty deliberations, investigation updates and related meetings
 7. Informing the families of deceased victims of their right to have input into sentencing, and probation of their victimizer.
 8. Provide post-sentencing legal assistance to families of deceased victims (court ordered sealing of highly graphic crime scene photographs).
 9. Training of crisis response volunteers
 10. Defray costs of out of areas families of deceased victims during investigation, trial and sentencing (non-federal funding).
 11. Development of a ‘WE CAN HELP’ poster for use in criminal justice offices and libraries highlighting program services.
 12. Orientation/training meetings with police departments and prosecutor’s offices.
 13. Publication of a quarterly newsletter.
 14. Collaborative development of a brochure on the identification of missing person’s remains with the state’s Office of the Attorney General and the Washington State Patrol.
 15. Collaborative development of a Missing Persons handbook with the Seattle Police Department
 16. Translation of reference materials into Spanish, Korean and Russian.

Performance Measures:	Measure	Achieved
	1. Individuals provided crisis line services	209
	2. Individuals provided crisis services, one-on-one (English).....	135
	3. Individuals provided crisis services, one-on-one (Spanish)	1
	4. Individuals provided non-crisis services.....	231
	5. Individuals assisted in applying for victims compensation	50
	6. Provision of reference materials – English	163
	7. Provision of reference materials – Spanish.....	4
	8. Referral to professional counselors/therapist.....	83
	9. Accompanying to crime scene, hearings, etc.....	117
	10. Support group facilitation – groups	4
	– participants	39
	11. Individuals supported during prosecution.....	50
	12. Victim’s needs assistance	7
	13. Training of volunteers – ½ day sessions	18
	– Individuals attending.....	102
	14. Newsletters published	3
	15. Materials developed.....	7
	16. Languages translation provided for	3